

2021 Grey Book

City Manager's Recommended Budget



CITY OF DAYTON



DAYTON

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Budget Overview

The Budget as a Path to Progress

The City of Dayton's budget serves as both a vital policy tool and call to action. It outlines how City resources will be dedicated in the coming year, and once ratified by City Commission legislative action, becomes the Administration's roadmap to accomplishing Commission priorities. The 2021 Budget, described herein, includes projected revenues, planned spending levels, and the programs, activities and objectives that are expected to be accomplished with the recommended budget allocations.

Dayton's Policy Budget: Resource Allocation to Influence Positive Community Outcomes

In 2014, City of Dayton residents approved a charter amendment to the City's budget process. These changes established the Policy Budget, and five Community Service Areas. The new approach is grounded in priorities established by the City Commission. The Policy Budget emphasizes leveraging City resources to accomplish outcomes that are impactful to the community. Dayton's Policy Budget established long-term program objectives and a corresponding performance management component. The Policy Budget is an iterative process that emphasizes the values of Accountability, Transparency, and Continuous Improvement.



Budget Overview

The City of Dayton budget process starts with the establishment and affirmation of the City Commission's Priorities. Then, the City Manager and City Leadership establish programs and activities to accomplish goals that meet the City Commission's priorities. Throughout the year, Management & Budget measures the efficacy, effectiveness and efficiency of the City's programs, and monitors Community Outcomes. Community feedback is solicited throughout the process; most notably through the City's annual household survey, the Dayton Survey, Community Impact Conversations hosted by the City Manager, and the City's transparency portal, Dayton Open Data, as well as various other forums. With outcomes in mind, Management & Budget begins the process of modelling and projecting the City's expected revenues and expected costs.

Community Service Areas

The City of Dayton has five Community Service Areas: Economic and Community Development, Justice, Building and Environmental Safety, Infrastructure, and Corporate Services and Governance. Each Community Service Area (CSA) is comprised of a group of programs with an integrated mission, linked together by a set of shared Commission Priorities. The CSA groupings create natural collaborations between City Departments and programs and support innovation and idea sharing.

The CSAs are linked together to form the framework for the City's Police Budget. Below, the CSAs are represented with their integrated mission statement.

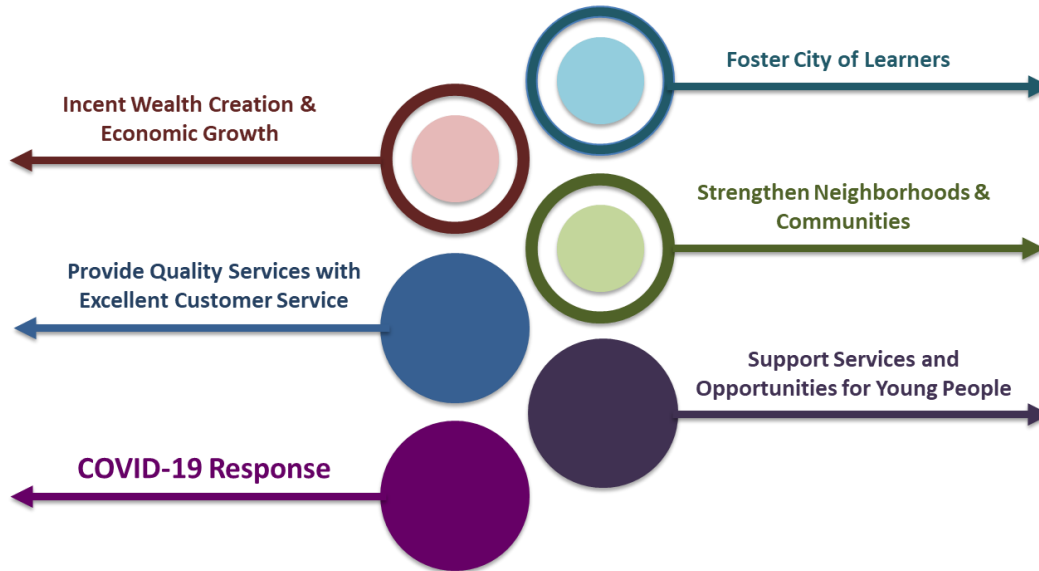


Budget Overview

Commission Priorities

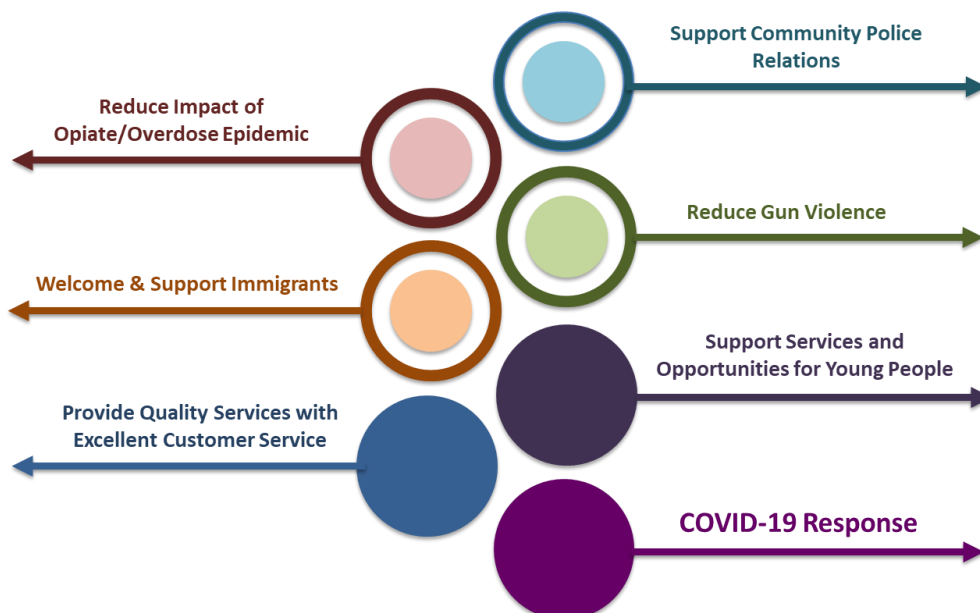
Economic & Community Development CSA Priorities

The Economic & Community Development CSA is grounded in the people, neighborhoods, amenities and businesses that create a vibrant, equitable and dynamic community. This CSA accounts for nearly \$17.9 million in budget in 2021, from a combination of General Fund, Aviation and Federal Grant Sources.



Justice CSA Priorities

Programs in the Justice CSA ensure a safe and just community where all people can live, work and thrive. This CSA's recommended budget in 2021 is over \$64.6 million from General Fund and Grant Sources.



Budget Overview

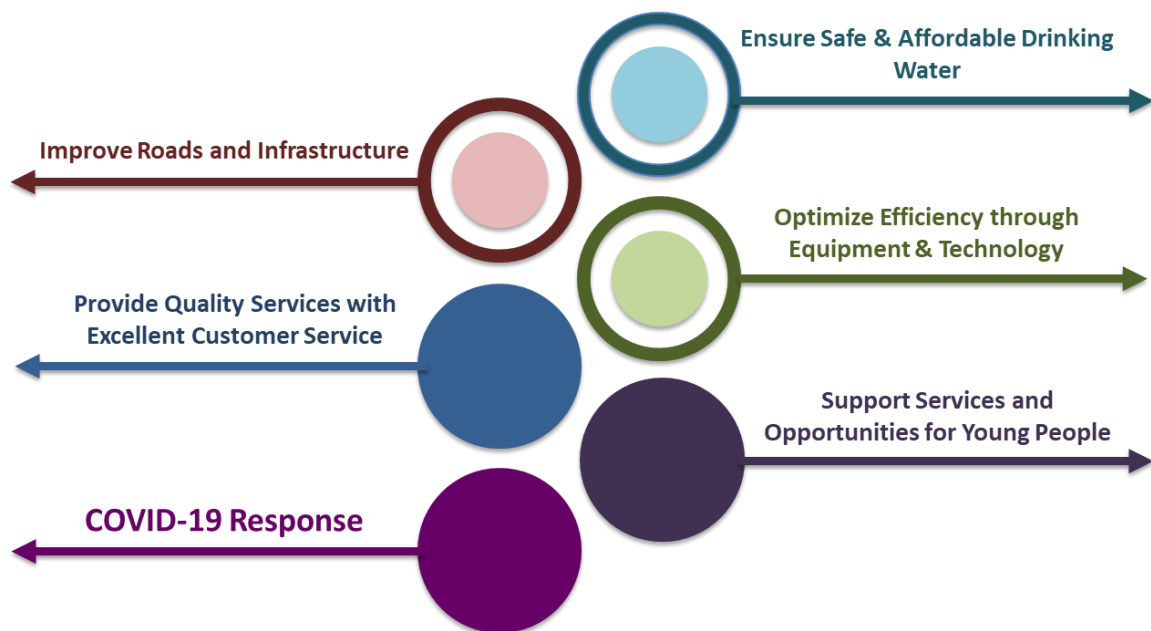
Building and Environmental Safety CSA Priorities

The Building and Environmental Safety CSA protects the City's physical environment and natural resources, people, places and property. This CSA's recommended 2021 budget is \$115 million from a combination of General Fund, Water, Sewer, Storm, Aviation and Federal Grant Sources.



Infrastructure CSA Priorities

Members of the Infrastructure CSA work to maintain and improve the City's built environment. This CSA's 2021 recommended budget totals nearly \$97 million, from a combination of General Fund, Water, Storm, Aviation, Roadway Fund and CDBG sources.



Budget Overview

Corporate Services & Governance CSA Priorities

The mission of the Corporate Services & Governance CSA is to ensure the efficient and effective use of taxpayer dollars in providing City Services while fostering a fair and just community. This CSA's 2021 recommended budget is \$86.7 million, including Internal Service Funds. Operating funding sources for this CSA include the General Fund, Water Fund and CDBG. In addition to Corporate Services and Governance operating sources, this CSA has six Internal Service funds, with a 2021 budget allocation totaling \$47.7 million.



Together, the five CSAs account for more than \$386.2 million in Operating Budget and \$55.5 million in Capital Budget, for a total of \$441.8 million. The City's major all-fund sources include the General Fund, Water Fund, Sewer Fund, Storm Water Fund, Aviation Fund, Roadway Maintenance Funds, the Community Development Block Grant entitlement, Law Enforcement Funds, Internal Service Funds and Street Light Special Assessment Funds, along with the 2021 recommended Governmental and Enterprise Capital Plans. The \$386.2 million does not include prior year's budget that will carry over into 2021.

The City Manager's Recommended 2021 Budget contained herein does not include the entirety of the 2021 All Funds appropriation. As mentioned above, it does not include Capital and Non-Operating carry over budget. Additionally, it does not include most Special Projects, Other Special Revenue, Miscellaneous Grants and the Bond Retirement Fund.

Budget Overview

Budget and Financial Management Policies

Strong financial management has been a hallmark of the City of Dayton's administration for decades. In 2020, S&P Global Ratings assigned the City 'AA' long-term rating to the City's General Obligation debt. Amongst the key credit strengths cited by the rating agency was Dayton's strong financial policies, including the use of long-term forecasting, formal debt and reserve policies and strong budgetary flexibility.

Management & Budget has the responsibility of reviewing and reaffirming the City's financial policies. This component was ratified by voters in 2014, and is a vital part of the Policy Budget Process. The City has financial policies governing the following:

- 1) Budget Compliance and Management
- 2) Revenue Policies
- 3) Cash Reserve Policy
- 4) Investment Policy
- 5) Debt Policy
- 6) Capital Improvement and Capital Equipment Policies
- 7) Accounting, Auditing and Financial Reporting Policies

2020 Budget and Financial Management

In 2020, Procurement, Management & Budget worked alongside all City Departments to take extraordinary actions to mitigate the harmful effects of the COVID-19 pandemic on City operations, City staff and City revenues.

Enacted COVID-19 Emergency Budget Measures

In mid-March, when it was clear the coronavirus would lead to catastrophic interruptions across the country, Management & Budget began emergency budget planning to ensure the City organization was financially positioned to withstand the pandemic. Management & Budget set an initial budget shortfall projection of \$14 million, and began to identify expense and revenue solutions to mitigate the impact of the pandemic.

Federal and State action aided the City's efforts, with the passage of the Coronavirus Aid, Relief and Economic Security Act (CARES) on March 27, 2020. Specifically, the pandemic's impact on City Income Tax revenues was blunted by the Payroll Protection Program (PPP), a business stimulus program. The Local Coronavirus Relief Fund (LCRF) enacted by the State of Ohio, allowed the City to reimburse itself for eligible public health and public safety payroll expenses, offsetting the extraordinary costs associated with pandemic response.

Even with the positive impact of CARES, aggressive expense reduction was necessary to ensure a responsible and balanced 2020 budget.

Budget Overview

The following expense reductions were implemented in 2020 to mitigate the effects of the pandemic:

1. Issued directives to limit expenditures to emergency purchases only. This action is estimated to have saved millions of dollars, despite increased spending for personal protective equipment (PPE), sanitization supplies, and technology investments for remote work.
2. Instituted a hiring freeze and a Voluntary Separation Program (VSP). These actions are estimated to have saved \$10.6 million. The City Manager determined that about 50 of the 202 eliminated positions are essential and approved filling them in the 2021 Budget.
3. Cancelled and deferred capital investments and capital equipment, a one-time savings of about \$7.0 million.

All Funds Department	2020 Vacancy Savings	2020 VSP Savings	2020 Total Savings	All Funds Department	2020 Abolished Vacancies	2020 VSP	Total
Aviation	293,389	564,330	857,719	Aviation	4	20	24
Civil Service	-	35,345	35,345	Civil Service	0	0	0
Clerk of Court	-	87,856	87,856	Clerk of Court	0	1	1
Commission	45,016	-	45,016	Commission	1	3	4
ED	419,873	-	419,873	ED	4	2	6
Finance	278,927	58,915	337,842	Finance	4	2	6
Fire	356,666	46,575	403,241	Fire	7	1	8
HR	108,467	44,800	153,267	HR	1	3	4
HRC	201,168	118,643	319,811	HRC	2	0	2
IT	241,604	93,822	335,426	IT	3	2	5
Law	93,694	-	93,694	Law	1	1	2
Muni Court	-	32,517	32,517	Muni Court	0	8	8
PCD	421,919	331,015	752,934	PCD	5	5	10
PMB	293,523	-	293,523	PMB	3	27	30
Police	194,737	142,879	337,616	Police	3	10	13
Public Works	1,126,519	952,823	2,079,342	Public Works	17	17	34
RYS	631,587	324,020	955,606	RYS	12	0	12
Water	2,459,489	640,418	3,099,908	Water	33	0	33
Total	\$ 7,166,576	\$3,473,957	\$ 10,640,534	Grand Total	100	102	202

The following revenue solutions offset revenue losses:

1. The Ohio Bureau of Workers Compensation took action to reduce the impact of COVID-19 on employers by actuating three rebate programs in 2020. The City received \$3.3 million in refunds through the fourth quarter of 2020, 65% of which was distributed to the General Fund. The proceeds from the third round of rebates of more than \$5.0 million is expected in late December or early January 2021.
2. Management & Budget staff, working as members of the CARES Team, identified more than \$7.4 million in eligible public health and safety payroll.

Because of the actions described above, the City will not draw down its Cash Reserve in 2020, leaving fund balance in place for 2021, should economic conditions worsen as projected. The City Manager's proposed budget has a \$4.75 million planned use of the Cash Reserve.

Budget Overview

Emergency Operations Data Analysis and Reporting

Working to address the needs of the pandemic, Management & Budget analysts turned their skillsets to data analysis and emergency operations reporting, a pivot necessary to provide support to the City organization. The COVID-19 Data Team, a cross-functional team of 16 data savvy City staffers was created, and is led by Management & Budget analysts.

Through this team, the following actions were taken in support of pandemic operations:

1. Designed and created a staffing application, used to track employees on Temporary Emergency Leave, those with COVID-19 illnesses and other COVID-19 related absences across the organization.
2. Produced daily staffing reports since March, ensuring City leadership has adequate information about COVID-19 absences, including those quarantined due to exposure and those employees who have tested positive for the virus.
3. Implemented the Emergency Operations Report (EOR), issued daily March through July, then periodically thereafter, to analyze local COVID-19 outbreaks and track operational changes wrought by the COVID-19 pandemic.
4. Created “SitRep” a managed email to collect COVID-19 related updates and information from staff throughout the organization.
5. Created the COVID-19 Landing Page, a dashboard updated daily with operational data, and COVID-19 case data issued from Ohio Department of Health (ODH).
6. Implemented COVID-19 expense tracking system, to ensure emergency expenses were adequately documented.

Coronavirus Aid, Relief, and Economic Security Act (CARES) Implementation and Compliance Policies

A cross-functional CARES Team was created to implement projects and programs supported by \$17.4 million CARES Local Coronavirus Relief Funds (LCRF) proceeds.

1. Established an implementation strategy for the \$17.4 million, balancing operational needs of the pandemic and ensuring adequate funding for public health and safety payroll.
2. Prioritized Personal Protective Equipment and safety gear for first responders, work from home technology for City staff, permanent building improvements to minimize the spread of COVID-19 in public facilities, and community assistance grants to small businesses, cultural organizations and community non-profits.
3. Established a process for reimbursing the City’s General Fund for eligible public health and safety payroll.
4. Ensured compliance with US Treasury, Ohio Auditor of State and Ohio Budget and Management guidance, with regard to the eligible uses of the CARES LCRF Funds.
5. Expensed \$17.4 million in proceeds in less than four months.

Budget at a Glance

2021 Budget Assumptions and Methodology

Overview of Operating & Capital Uses

General Fund revenues, omitting special projects, are projected to decline 6.1%, or \$11.10 million, compared to 2020's Original Budget (not including use of the Cash Reserve). When comparing against 2020 Revised Forecast, revenues are projected to decrease by \$8.16 million, or 4.5%. Projected declines are based on the unprecedented uncertainty wrought by the COVID-19 pandemic, and an overall softening of the economy. In 2020, one-time revenues that supported public safety payroll, Bureau of Workers Compensation Rebate program, and other measures put in place by the CARES Act offset losses in all General Fund revenue categories. Without similar support in 2021, the City has been forced to balance the budget with a drawdown of the Cash Reserve and significant cuts to City services.

Given the extraordinary circumstances created by COVID-19, the City has taken the prudent path by cutting expenditure budgets across the board, to match projected declines in revenue. Below is a breakdown of the recommended 2021 Budget, by fund.

Budget by Fund	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	185,022,300	176,343,600	(8,678,700)	-4.7%
Water	66,586,100	65,459,600	(1,126,500)	-1.7%
Sewer	40,182,800	41,902,400	1,719,600	4.3%
Storm Water	7,928,400	8,484,500	556,100	7.0%
Aviation	36,917,300	32,723,200	(4,194,100)	-11.4%
Internal Service	46,305,400	47,718,500	1,413,100	3.1%
Roadway	7,136,700	6,551,200	(585,500)	-8.2%
Golf	3,075,000	1,850,200	(1,224,800)	-39.8%
CDBG/HOME	2,848,400	1,837,800	(1,010,600)	-35.5%
Photo Enforcement	806,000	1,287,500	481,500	59.7%
Treasury Investment	1,153,300	1,148,100	(5,200)	-0.5%
Law Enforcement	311,200	225,900	(85,300)	-27.4%
CIRGV	225,500	107,100	(118,400)	-52.5%
COPS Grant	625,000	-	(625,000)	-100.0%
Mediation	594,500	566,600	(27,900)	-4.7%
Street Light Assessment	2,568,100	-	(2,568,100)	-100.0%
Total Operating Budgets	\$ 402,286,000	\$ 386,206,200	\$(16,079,800)	-4.0%
Governmental Capital	36,284,400	17,569,300	(18,715,100)	-51.6%
Enterprise Capital	50,473,200	37,984,000	(12,489,200)	-24.7%
Total Capital Budgets	\$ 86,757,600	\$ 55,553,300	\$(31,204,300)	-36.0%
Total Proposed Operating & Capital	\$ 489,043,600	\$ 441,759,500	\$(47,284,100)	-9.7%

The 2021 Recommend Budget will reduce Operating Budgets across the major funds by 4.0% or nearly \$16.1 million. Governmental and Enterprise Capital will also see major reductions in 2021, a combination of not issuing debt and budget belt-tightening, of 36.0% or \$31.2 million.

Budget at a Glance

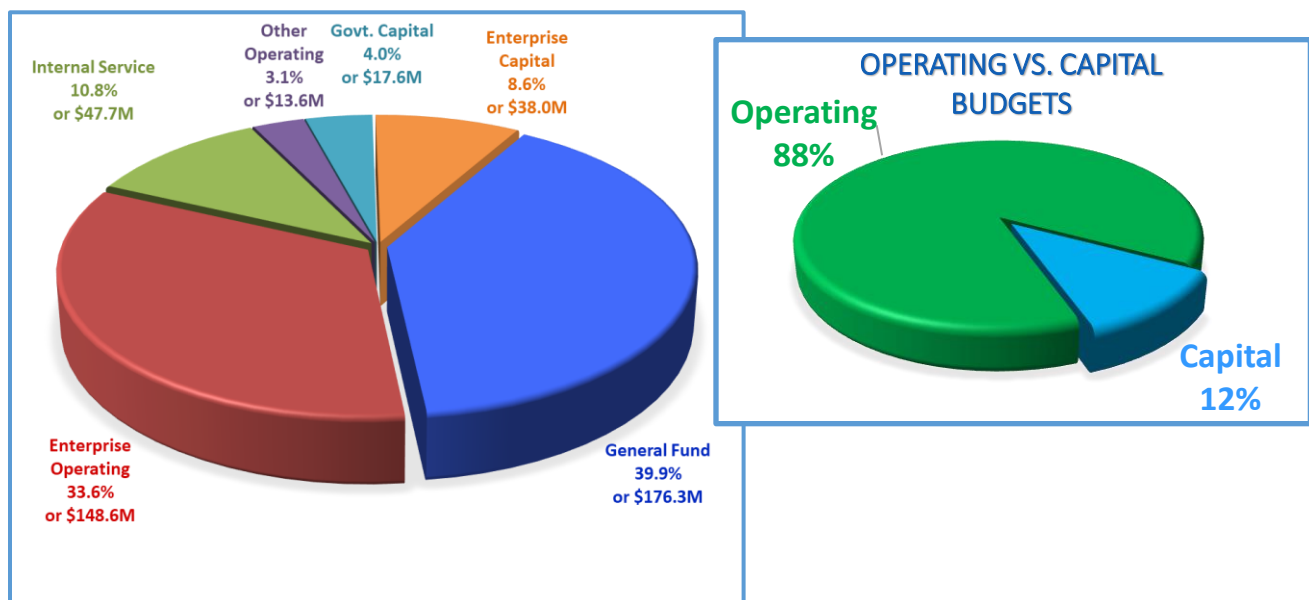
The Water Fund will reduce expenses by 1.7%, or nearly \$1.1 million, while the Sewer fund will increase spending by \$1.7 million or 4.3%, to support debt that was issued in 2020. Storm Water budget will increase \$556,100, or 7.0%, to increase Storm Water programs, both operating and capital.

Aviation sources are expected to regain some ground in 2021 after plummeting in 2020, but recovery in the aviation and travel sectors will be slow due to the ongoing pandemic. In 2020, Aviation's Original Budget was \$36.9 million, and was revised down after the COVID-19 pandemic caused catastrophic interruptions in service. In 2021, Aviation's budget will be reduced \$4.2 million or 11.4% and will be supported by \$14.6 million in CARES funds spread over 2020 and 2021.

Internal Service Fund revenues are projected to increase \$1.4 million in 2021, an increase driven by higher projected Insurance Claims in the City's Health Insurance Fund and an increase to the Fire Garage budget to support radio repair operations. These increases were offset by declines in the 2021 budgets for the City's Bureau of Worker's Compensation Fund, Plumbing Shop, and Document Management fund. Lastly, the Fleet Maintenance 2021 budget was cut 10.4%, or \$804,000, after a precipitous drop in revenues in 2020.

Roadway Maintenance operating budget will decrease \$585,500, or 8.2%, in 2021 compared to the 2020 Original forecast. Due to COVID-19 travel restrictions, gasoline usage is down, and therefore gas tax proceeds declined precipitously in the spring and summer of 2020. With no end in sight, Roadway Maintenance budgets have been cut accordingly. CDBG/HOME Operating has decreased \$1.0 million, the result of a funding swap, whereby all Housing Inspection staff have been transferred to the General Fund, and the CDBG Non-Operating Budget has been increased by the same amount to support City projects.

Golf has been moved to the General Fund Special Projects, with the closures of the Madden Hills and Kittyhawk courses. Golf's 2021 budget will decline \$1.22 million, or 39.8%. Due to COVID-19, the Streetlight Special Assessment renewal was delayed; therefore, those revenues have been eliminated in 2021 and the corresponding expenses must be borne by the City's General Fund. In the charts below, a breakdown of the City's recommended 2021 Operating and Capital Budgets.



Budget at a Glance

2021 Expenditure Budget Methodology

Management & Budget Analysts created baseline budgets for all Departments. However, 2021 was full of uncertainties due to COVID-19. The following assumptions were used in the creation of the 2021 baseline budget:

- Only positions approved by the City Manager were funded. Unapproved positions were not filled or budgeted.
 - In 2021, no line movement or cost of living adjustment was assumed for any bargaining group.
 - Contractual step increases are assumed for all bargaining groups who are not at the top of their band, as well as probationary increases associated with newer hires
 - Comparable to step increases, merit increases for all Mid-Management, Management, and Professional, Technical and Supervisory employees are assumed at 2% increase for proficient, starting on April 1, 2021
- A 3.5% increase to the City's Healthcare Insurance Transfer rate for every covered employee, effective January 1, 2021.
- A reduction in the Workers' Compensation Fund transfer rate from 3.1% to 2.6%.
- An increase in the Termination Pay transfer rate from 1.0% to 1.6%, and an increase in the Unemployment Fund transfer rate from 0.0% to 0.20%.
- Budget Solution of five (5) Cost Savings Days or their equivalent was assumed for all bargaining groups in the 2021 budget.
- Budget Solution of two (2) monthly Health Insurance Holidays for both the employee and the employer contribution was assumed in the 2021 budget.



Budget at a Glance

2021 Recommended General Fund Budget

The following chart details the Major Budget solutions enacted to balance the 2021 Original General Fund Budget:

Major General Fund Budget Solutions	Amount
Vacant Position Elimination and Voluntary Separations	3,800,000
Reduced Current Year Cash Investments Budget -- Reduction of \$750,000 each for Capital Projects, Equipment and Development Fund when compared to original plan.	2,250,000
Debt-Finance Issue 9 Residential Resurfacing and Parks Upgrades	3,628,500
Two Health Insurance Holidays (likewise for Employees)	2,689,200
Five Cost Savings Days or Their Equivalent	1,845,500
Travel and Training Budget Cuts	166,200
Other Contracts & Materials Cuts	270,000
Use of Cash Reserve	4,750,000
Total Major Budget Solutions for General Fund	\$19,399,400

In addition, City Departments in the General Fund also proposed and enacted their own budget solutions. The following chart details the Departmental Budget Solutions for the 2021 Original Budget:

Department	Amount	Description
Police	\$800,000	Postpone recruit class until January of 2022
Fire	\$1,000,000	Postpone recruit class until August if successful in receiving SAFER Grant
Public Affairs	\$40,000	Reduce newsletter from four times per year to three
Finance	\$250,000	Apply indirect charges to Health Insurance and Workers Compensation Funds
Economic Development	\$25,000	Charge CRA administration fee to defray costs
Public Works	\$35,000	Insourcing Beaver Creek and West Carrollton police vehicle service and repair
Procurement, Management and Budget/Finance	\$100,000	Implement the use of virtual credit cards for payment of large invoices generating additional rebate revenue

Budget at a Glance

2021 General Fund Budget

2021 General Fund Revenue Forecast and Methodology

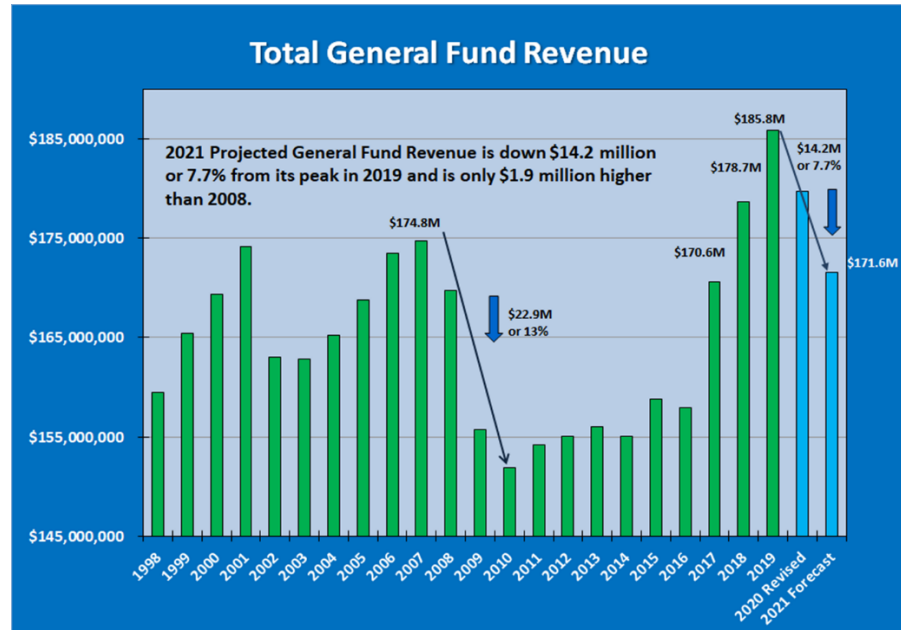
The City of Dayton forecasts each of the ten General Fund revenue categories, using both qualitative and quantitative methods. Given its proportional share of total revenues, the most time and effort is devoted to forecasting Income Tax revenues. The City of Dayton Income Tax is a wage and net profits tax, comprised of withholding and non-withholding components. As incomes and economic fortunes rise and fall, so do Income Tax collections. Management & Budget forecasts and plans for the pro-cyclical nature of Income Taxes. To do this, Management & Budget employs what the Government Finance Officers Association has called the “Dayton Method”: a combination of four quantitative and one qualitative method to forecast the City’s revenues. Time Series Regression, Exponential Smoothing, Trend Extrapolation, Econometrics modelling and a qualitative judgment forecast are used to create the City’s Income Tax forecast. This methodology has been honed over the last twenty years, and, is acknowledged as a best practice in government finance. Due to the uncertainty wrought by the ongoing pandemic, revenue forecasting was more challenging than in previous years. Management & Budget employed the Dayton Method with some modifications, and convened the Revenue Advisors Group virtually, with the main goal of discussing the 2021 forecast.

Revenue Category	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Original Estimate	2020 Final Estimate	2021 Original Estimate	'20 Orig to 2021	'20 Orig to 2021	'20 Revised to '21	'20 Revised to '21
Income Tax	108.75	122.37	129.99	133.58	130.90	131.65	126.64	(4.26)	-3.3%	(5.01)	-3.8%
Property Tax & Other Taxes	5.98	6.06	6.24	6.48	6.54	6.20	5.98	(0.56)	-8.6%	(0.22)	-3.5%
Waste Collection Fees	8.76	8.50	8.85	9.29	9.20	9.00	8.83	(0.37)	-4.0%	(0.17)	-1.9%
EMS Fees	5.42	3.51	4.10	4.66	4.75	4.66	4.68	(0.07)	-1.6%	0.01	0.3%
Other Charges for Services	11.59	12.26	10.29	11.16	11.55	9.55	9.27	(2.28)	-19.8%	(0.28)	-3.0%
Local Gov't Fund	6.50	6.33	6.49	6.92	6.97	6.85	6.45	(0.52)	-7.4%	(0.40)	-5.9%
Other Intergovernmental	4.68	4.32	4.15	4.27	4.46	3.46	3.96	(0.50)	-11.3%	0.50	14.6%
Fines and Forfeits	0.65	0.65	0.49	0.41	0.43	0.20	0.27	(0.17)	-38.4%	0.07	32.5%
Licenses and Permits	1.56	1.72	2.90	3.02	3.02	2.07	1.86	(1.16)	-38.5%	(0.21)	-10.3%
Other Revenues	4.54	4.89	5.72	6.29	4.88	6.11	3.66	(1.21)	-24.9%	(2.45)	-40.1%
Total Revenues	158.44	170.61	179.23	186.09	182.70	179.76	171.59	(11.10)	-6.1%	(8.16)	-4.5%
Use of Cash Reserve	0.00	0.00	0.00	0.00	2.00	0.00	4.75	2.75	N.A.	4.75	N.A.
27th Payroll	0.00	0.00	0.00	0.00	1.50	1.50	0.00	(1.50)	N.A.	(1.50)	N.A.
Total Sources	158.44	170.61	179.23	186.09	186.20	181.26	176.34	(9.85)	-5.3%	(4.91)	-2.7%
% Chg. from Previous Year	-1.6%	7.7%	5.1%	3.8%	3.9%	1.1%					
\$ Chg. from Previous Year	(2.58)	12.17	8.62	6.86	6.97	2.03					

Budget at a Glance

All involved agreed that the pandemic will continue to impact revenues into 2021, but it is unclear as to the extent of the negative impact. For 2021, the General Fund Revenue budget is projected to be \$171.6 million; this is 6.1% or \$11.1 million lower than the 2020 Original Estimate.

However, when compared to the 2020



Final Revised estimate, revenues are projected to be \$8.2 million, or 4.5%, lower than 2020's year-end total, as depicted in the table above. General Fund revenues, particularly Income Tax, performed better than expected in 2019, and had a strong performance in First Quarter 2020, climbing 10.6% pre-pandemic. Nevertheless, 2021 projected revenues are just \$1.9 million higher than 2008, despite the addition of over \$14.0 million in Income Tax proceeds from Issue 9. In order to balance the City's 2021 General Fund budget, the City plans to use \$4.75 million Cash Reserve. Even with the Cash Reserve, several service adjustments were required as shown in the budget solutions tables.

General Fund Revenues in Depth

During the Great Recession, the City's General Fund revenues, driven by Income Taxes, declined drastically by \$22.9 million, or 13%, between 2007 and 2010. The City's revenues thereafter recovered very slowly until the voters passed the Issue 9 Income Tax increase in 2016. Income Tax rebounded in 2017 because of Issue 9 and total General Fund sources grew to \$170.6 million.

In 2018, the General Fund surpassed pre-Great Recession revenue collections for the first time and 2019 continued a pattern of growth; in 2019, revenues peaked at \$186.1 million.

As previously mentioned, the City's General Fund is heavily reliant on the pro-cyclical Income Tax revenues. Income Tax collections continued to exceed expectations in 2019, with year-end totaling \$133.6 million. However, given the economic fallout from COVID-19, 2020 Income Tax collections are expected to decline to \$131.7 million. For 2021, the City is expecting an even greater reduction in Income Tax revenues to \$126.6 million.

Budget at a Glance

The following lists the individual General Fund revenue categories and their 2021 estimate as well as the percent change from the 2020 Revised Forecast and associated forecast assumptions.

Income Tax: \$126.64 million

3.8% Decrease

- Assumes usual forecast methods with modifications; four statistical and one qualitative
- Assumes continued recessionary conditions driven by the COVID-19 pandemic, but assumes no further stay-at-home orders
- Income Tax forecast assumes Federal government support for the economy

Property and Other Taxes: \$5.98 million

3.5% Decrease

- Assumes softening in the collection rate for Property Taxes to 94.1%, (87.5% on current levy and 6.6% on delinquencies) after a 5.0% increase in property values from the sexennial revaluation
- Assumes one quarter of hotel tax revenues, after which the revenues transition to the Convention Facilities Authority (CFA)

Waste Collection Fees \$8.83 million

1.9% Decrease

- Forecast assumes service to Dayton, Jefferson Township, and Moraine
- The forecast assumes a modest inflationary increase for Waste Collection Fees, offset by a

EMS Fees: \$4.68 million

0.3% Increase

- forecasted decline in collection rates
- Assumes 2% increase in transports and assumes modest impact from COVID-19
- Assumes the certified estimate from State Taxation Department
- Assumes the City will receive the County Undivided Allocation and the Municipal Direct Allocation

Other Intergovernmental: \$3.96 million

14.6% Increase

- Assumes increase in Casino Taxes after nearly three months shutdown in 2020
- Assumes reimbursement from FEMA, owed from Memorial Day Tornadoes

Other Charges for Services: \$9.27 million

3.0% Decrease

- Assumes reduced level of charges because of the on-going pandemic
- Assumes no revenue from the Convention Center, as it transitions to the CFA

Budget at a Glance

- Assumes \$250,000 in Indirect Cost recovery from Workers Compensation and Health Insurance Funds

Fines and Forfeits: \$270,000

32.5% Increase

- Assumes slight increase of just \$65,000 after a precipitous 38.4% decline in 2020 actuals, due to the pandemic

Licenses and Permits: \$1.86 million

10.3% Decrease

- Assumes continued decline, after 37% drop-off in 2020 due to the economic shock and slowdown

Other Revenue: \$3.66 million

40.1% Decrease

- Assumes significant reduction in net interest earnings due to collapsing interest rates
- Assumes a decrease, with no BWC refunds in 2021 compared to two large BWC refunds in 2020

Budget Solutions for 2021

After the completion of General Fund revenue projections and expenditure analysis for the 2021 Budget, an estimated shortfall of nearly \$20 million was identified. As described on page 12, Management & Budget employed several solutions to close the budget gap. Included in the \$19.4 million in budget solutions identified, is a \$4.75 million use of the Cash Reserve.

General Fund Budget by Category

The final estimate for the 2020 General Fund budget is in balance. However, the 2020 final revenue estimate does not include the CARES reimbursements of over \$7.0 million and the final Bureau of Workers Compensation rebate expected in late December or early January. Any resulting surplus in 2020 will be applied to deferred capital investments, including technology, facilities maintenance, infrastructure improvements, and equipment.

Budget at a Glance

The City Manager is recommending a balanced General Fund Budget of \$176.3 million in 2021, employing \$4.75 million of the Cash Reserve.

General Fund	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Original Budget	2020 Final Estimate	2021 Original Budget	'20 Revised - '21 Original \$ Chg.	'20 Revised - '21 Original % Chg.
Revenues	158.44	170.61	179.23	186.09	182.70	179.76	171.59	(8.16)	-4.5%
Use of Cash Reserve	0.00	0.00	0.00	0.00	2.00	0.0	4.75	4.75	N.A.
27th Payroll Transfer	0.00	0.00	0.00	0.00	1.50	1.50	0.00	(1.50)	N.A.
Total Sources	158.44	170.61	179.23	186.09	186.20	181.26	176.34	(4.91)	-2.7%
Total Uses	157.30	168.61	175.79	183.30	186.20	181.26	176.34	(4.91)	-2.7%
Annual Balance	1.14	1.99	3.44	2.80	0.00	0.00	0.0	0.0	N.A.
Notes: 1. Does not include CARES proceeds or final BWC payment. 2. Does not include special projects, which are reported separately. 3. Actual Uses include expenditures against current year appropriation and expenditures against carry-over encumbrances. 3. 2020 Final Estimate reflects the 11.28.20 estimate.									

All numbers in \$ millions.

The 2021 General Fund Budget will allocate \$125.0 million to Personnel, \$38.3 million to Contracts and Materials, and \$2.0 million will be invested in Capital Equipment. Planned Capital investments of \$10.2 million include allocations for Development Fund, Issue 9, Demolition, and Capital Projects. Funding for equipment and technology focuses on improving the efficiency of the City organization and improving service delivery with the goal of improving customer service and the quality of life in our neighborhoods. The City's Development Fund allocation was reduced to \$2.25 million from \$3.0 million in 2020, the purpose of this funding is to incent job creation and investment in Dayton.

The 2021 Budget also honors the City's commitment to fund Issue 9 initiatives, \$3.6 million of which will use debt financing for residential road paving and park upgrades. In 2016, voters passed Issue 9, a 0.25% earned income tax, specifically allocating resources to public safety, vacant lot mowing, residential road paving, park improvements, and access to high quality preschool for all of Dayton's 4-year olds.

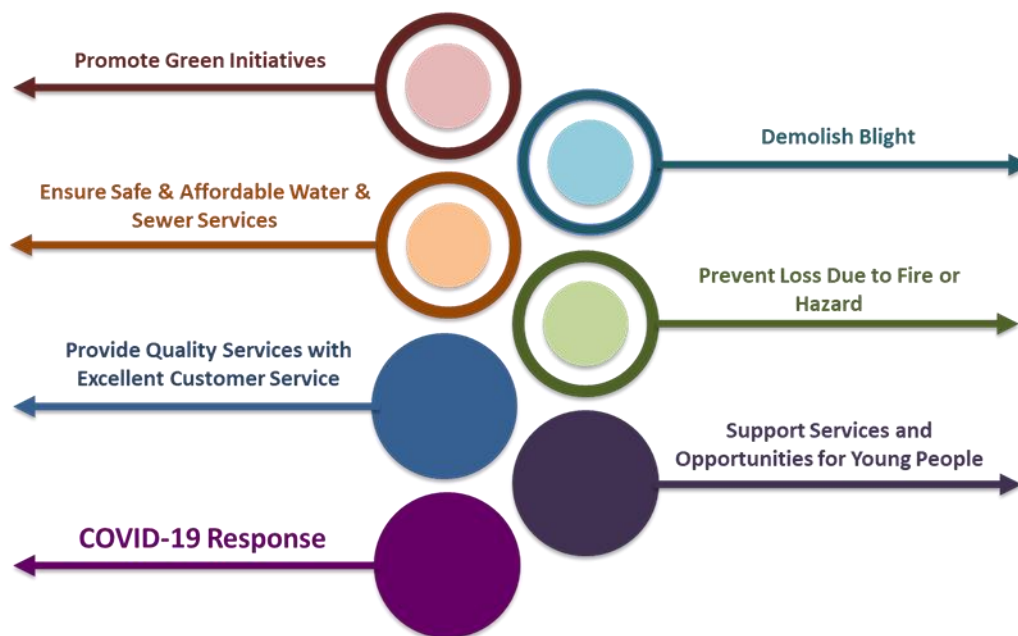
Detail by CSA: Building and Environmental Safety

Budget Summaries

The Policy Objective of the Building and Environmental Safety Community Service Area is to safeguard the city's physical environment through the provision of services that protect people and property. The CSA is composed of 12 program areas spread over 6 departments.

Program	2020 Original		2021 Proposed			
	Budget	# FTEs	Budget	\$ Chg.	% Chg.	# FTEs
Fire Management & Support Services	4,086,100	13	4,827,300	741,200	18.1%	17
Fire Emergency Services	34,350,200	305	32,539,300	(1,810,900)	-5.3%	296
Fire Strategic Program Safety	4,417,600	18	2,901,200	(1,516,400)	-34.3%	6
Subtotal Fire	42,853,900	336	40,267,800	(2,586,100)	-6.0%	319
Environmental & Wellfield Protection	4,341,300	10	4,270,700	(70,600)	-1.6%	10
Water Supply & Treatment	27,157,600	120	26,877,200	(280,400)	-1.0%	120
Water Reclamation	20,052,500	73	20,872,100	819,600	4.1%	75
Subtotal Water, Sewer, Storm Prog.	51,551,400	203	52,020,000	468,600	0.9%	205
Waste Collection	10,890,700	87	11,143,000	252,300	2.3%	85
Building Inspection	2,221,000	21	2,097,800	(123,200)	-5.5%	20
Housing Inspection	2,297,400	21	2,239,900	(57,500)	-2.5%	23
Nuisance Demolition	698,600	6	604,900	(93,700)	-13.4%	6
Demolition Transfer	1,000,000	0	1,000,000	-	0.0%	0
Airport Safety Services	7,328,400	54	5,711,000	(1,617,400)	-22.1%	43
Grand Total Building & Environmental Safety CSA	\$ 118,841,400	728	\$ 115,084,400	\$ (3,757,000)	-3.2%	701

Below are the Policy Priorities for the Building and Environmental Safety CSA. The following pages will detail 2020 outcomes by priority, as well as the 2021 "Path to Progress" for improved outcomes:



Detail by CSA: Building and Environmental Safety

Budget Summaries

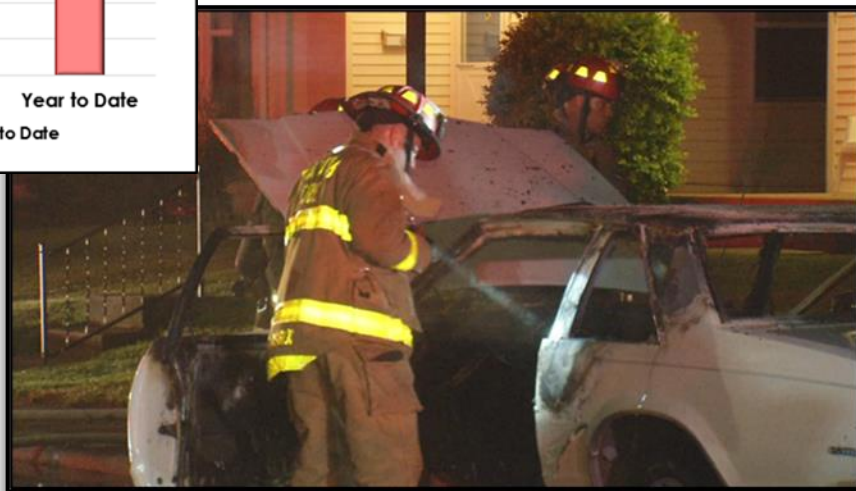
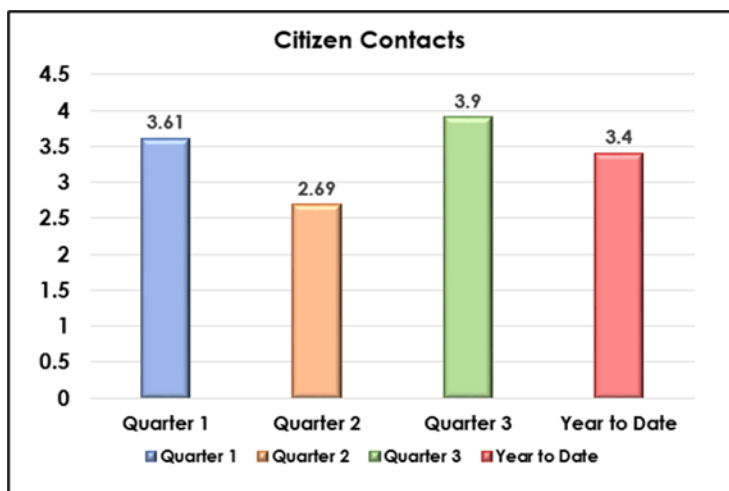
Priority: Demolish Blight

Objective: Reduce impact of arson crimes in the City of Dayton

Activity: Conduct investigations and witness interviews

- **2020 Results:** Averaged 3.4 witness interviews through third quarter of 2020. This metric has seen some reduction due to the COVID-19 pandemic from Q3 in 2019, but did meet the parameter resulting in nearly 25% of cases being sent to the prosecutor's office.
- **2021 Path to Progress:** Continue to evaluate the number of reliable witness contacts per investigation and examine how other metrics & technology may impact the reduction of arson crimes.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of reliable witness contacts per investigation on average	5.1	>3.0	5.3	3.4	>3.0



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Improve neighborhood conditions

Activity: Demolish blighted properties

- **2020 Results:** 87 structures demolished in Dayton neighborhoods and successful completion of the Land Bank NIP program that totaled over \$20M in demolition activity (over 1,200 properties).
- **2021 Path to Progress:** Move forward with Land Bank Demo 2.0 program that will match dollar for dollar, totaling \$1.5M in demolition activity.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of structures demolished	175	250	128	87	225

Additional Activity: Structural Nuisances

- **2020 Results:** Closed seven structural nuisance cases resulting from owner rehabilitation. Ten structural nuisance properties demolished by property owners.
- **2021 Path to Progress:** Continue to encourage owners to take responsibility for their properties and assist them with the permit and inspection processes.



Detail by CSA: Building and Environmental Safety

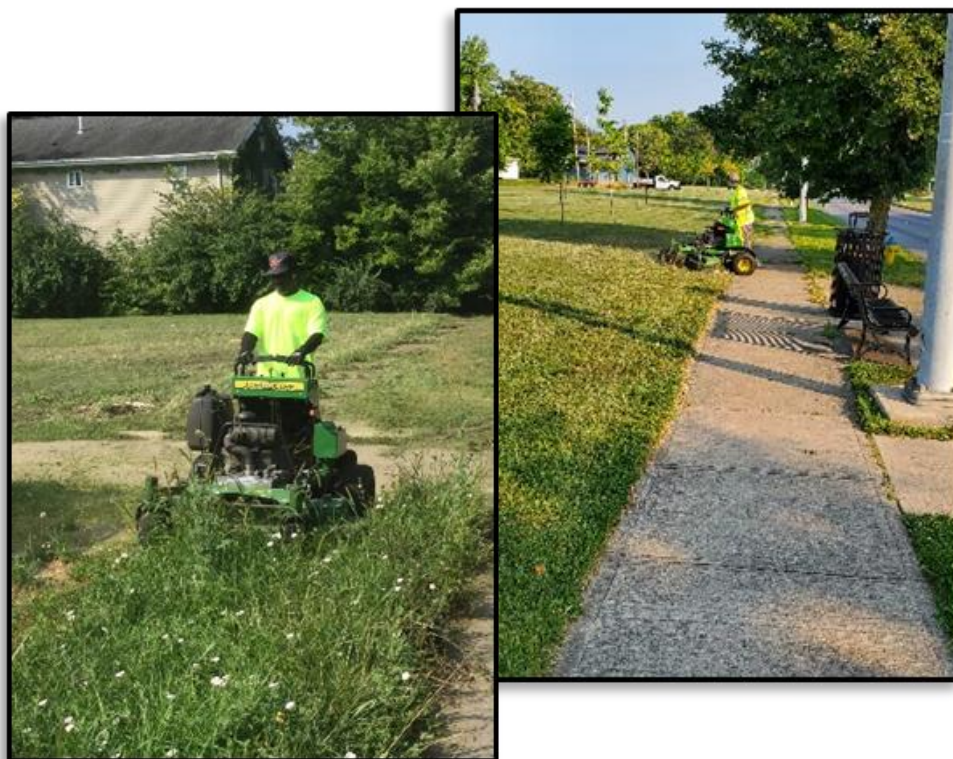
Budget Summaries

Objective: Enhance the Quality of Life of City Neighborhoods and Boulevards

Activity: During mowing season, maintain a mowing goal of 72 street boulevards and 5,000 vacant/abandoned properties monthly

- **2020 Results:** Division of Street Maintenance mowed 90% of street boulevards and 96% of vacant properties through the end of the third quarter. Four rounds of cleaning and mowing have been completed, averaging 6,010 lots per round. Additionally, an average of 63 boulevards were mowed weekly, April through November.
- **2021 Path to Progress:** Maintain a mowing goal of 72 street boulevards and 5,000 vacant/abandoned properties per round (anticipate performing five rounds – target 95%).

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of blvds and vacant lots mowed	100%	95%	93%	93%	95%



Detail by CSA: Building and Environmental Safety

Budget Summaries

Priority: Prevent Loss Due to Fire or Hazard

Objective: Targeted building code enforcement

Activity: Collaboratively provide targeted building code enforcement

- **2020 Results:** Through the third quarter, eight structures are being monitored; three of which have come into compliance. Continue to secure and monitor vacant buildings.
- **2021 Path to Progress:** The task force consisting of Fire, Building Inspection, Housing Inspection, and Zoning Administration will continue to meet regularly and take enforcement action as necessary.

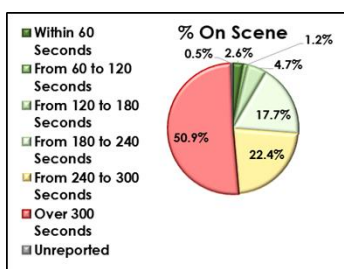
Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of structures monitored/in compliance	9/3	19/3	12/3	8/3	19/3

Objective: Maintain adequate Fire response time

Activity: Respond to Fire incidents from time of alarm to arrival on scene

- **2020 Results:** For 51.0% of the incidents, the first arriving fire apparatus on scene arrived in less than 300 seconds through the third quarter.
- **2021 Path to Progress:** Continue to review and evaluate alternative deployment models to best serve the needs of the community.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of incidents that first apparatus is on scene within 300 seconds	49.9%	>70%	49.3%	51.0%	>70%



Detail by CSA: Building and Environmental Safety

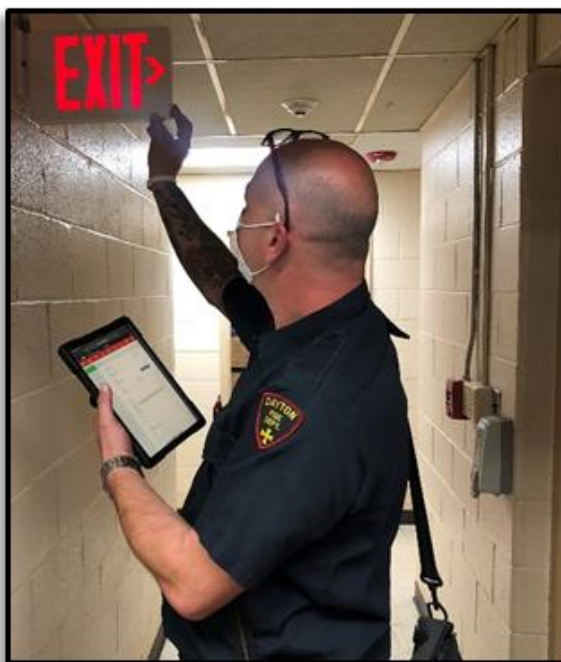
Budget Summaries

Objective: Reduce fire risk for commercial occupancies through fire inspection practices

Activity: Conduct fire inspections for commercial occupancies

- **2020 Results:** 872 inspections conducted through the third quarter. This metric was greatly affected by the COVID-19 pandemic and restrictions. New ESO Fire Inspection Software was implemented in 2020. The inspectors were able to build and validate over 3,000 structures in the new software.
- **2021 Path to Progress:** Re-focus and re-engage after the COVID-19 pandemic has subsided.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of commercial inspections per year	2,665	2,400	1,745	872	2,400



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Ensure all Fire and Rescue personnel are properly trained and maintain certifications

Activity: Complete required trainings and certifications, as well as Department recommended trainings

- **2020 Results:** 100% compliance for training hours goal of 3,608.
- **2021 Path to Progress:** Maintain 100% compliance for all Fire & Rescue Personnel with a training hour goal of 3,608 hours.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of training compliance	100%	100%	100%	100%	100%



Objective: Ensure all Safety Personnel are properly trained and maintain certifications

Activity: Complete daily Lexipol online training on Airport Police Policy and Procedures

- **2020 Results:** 100% training compliance.
- **2021 Path to Progress:** 100% compliance for all police personnel.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of Lexipol policies and procedures compliance	100%	100%	100%	100%	100%

Detail by CSA: Building and Environmental Safety

Budget Summaries

Additional Activity: Emergency Medical Response (EMR) class

- **2020 Results:** The first group of eight officers are currently in the EMR class, with three officers already certified (Management Staff). Another class will be scheduled after the first of the year.
- **2021 Path to Progress:** Work towards 100% EMR trained staff.

Additional Activity: Airport Police responding to off-airport calls for service

- **2020 Results:** Airport Police have responded to 242 calls to outbuildings through the third quarter.
- **2021 Path to Progress:** Address the staffing imbalance and impact on operations with outside assistance.



Detail by CSA: Building and Environmental Safety

Budget Summaries

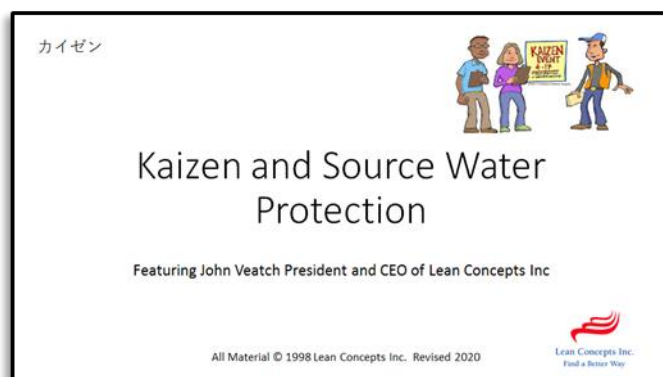
Priority: Ensure Safe and Affordable Water & Sewer Services

Objective: Conduct targeted visits for sites located in the Source Water Protection area

Activity: Protect Water Resources

- **2020 Results:** Goal was to complete 135 key business visits to promote risk reduction and identify opportunities for best management practices to reduce risks to water resources. Due to COVID-19, Division of Environmental Mgmt. staff conducted inspections via phone and by car to ensure safe distancing. The staff also hosted three H2knOw webinars to provide increased awareness about storm water pollution prevention, source water protection and the community's role in protecting our drinking water resources.
- **2021 Path to Progress:** Staff plan to continue phone and in-car inspection visits to ensure employee safety and enhance customer service. The staff will also explore opportunities to further utilize virtual media to complete 135 key business visits. Additionally, staff will continue to host virtual H2knOw webinars to educate and increase awareness.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of site visits completed	122	135	55	78	135



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Ensure the consistent and dependable delivery of quality water services

Activity: Quantify compliance with the effluent quality standards in effect at the facility

- **2020 Results:** 100% effectiveness rate.
- **2021 Path to Progress:** Ensure proper operation and maintenance of each treatment plant process; conduct staff training for new hires on WRF responsibility to meet permit limits; identify deficiencies and correct course of action; continue open communication with the Ohio EPA on project progress and issues; initiate construction of the Total Phosphorus Treatment Project to meet the Ohio EPA issued NPDES Permit Seasonal Total Phosphorus Loading Limits.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Wastewater treatment effectiveness rate	100%	100%	100%	100%	100%



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Meet all health related drinking water standards required by regulation

Activity: Quantify the % of time each year the utility met all the health related drinking water standards required by regulation

- **2020 Results:** 100% Compliance with Water Quality Regulations: Lead/Copper Compliance, renewal of all laboratory Certifications and continued collaboration with Ohio EPA.
- **2021 Path to Progress:** Continue to meet or exceed all Federal and State EPA regulatory mandates including new Asset Management requirements with attendant mobile implementation; continue succession planning and training; begin implementation of Water Master Plan; complete LC-MS/MS (in-house PFAS testing) method development.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Drinking water compliance rate	100%	100%	100%	100%	100%



Detail by CSA: Building and Environmental Safety

Budget Summaries

Additional Activity: Complete 20% of Dayton's storm water outfalls dry weather screening

- **2020 Results:** Screened 196 outfalls (35%) incorporating social distancing through staff driving in separate vehicles for field sampling.
- **2021 Path to Progress:** Continue to visit >20% of Dayton's outfalls each year.

Additional Activity: Support Urban Gardens as a Storm Water Best Management Practice

- **2020 Results:** 33 Gardens supported by Urban Garden Grant for payment of water use charges; 1 new spigot installed.
- **2021 Path to Progress:** Maintain support of current grant recipients. Promote program to others.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Additional Activity: Source Water Protection Chemical Waste Collection Pickup - Demonstration Project

- **2020 Results:** Funded by the Source Water Protection Fund Board. Collaboration between Montgomery County, City of Dayton, Multi-jurisdictional Partners (Riverside, Harrison Township), and disposal contractor (Veolia), to remove small quantities of unwanted chemicals/wastes from businesses located within the Source Water Protection Area. Process is FREE of cost to businesses in the Source Water Protection area.
- **2021 Path to Progress:** Project approved by the Wellfield Fund Board as a two-year demonstration. Continue to evaluate effectiveness of program.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Priority: Promote Green Initiatives

Objective: Promote energy savings throughout the Fire Department by educating staff

Activity: Evaluate energy consumption, establish and work to meet energy reduction target

- **2020 Results:** 2020 “weather-normalized” reduction of 8.9% is due to city investment in energy efficient equipment.
- **2021 Path to Progress:** Continue to invest in energy efficient upgrades to reduce energy consumption throughout the Fire department. Station 4/HQ is scheduled for HVAC upgrades in 2021.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% reduction in electric utility use	8.6% Decrease	2% Decrease from 2016	9% Decrease	8.9% Decrease	10% Decrease from 2016

Objective: Increase utilization of the PACE program

Activity: ESID/PACE Board Meetings

- **2020 Results:** Economic Development continues to have a representative on the ESID Board. Through the third quarter, one project was approved in 2020.
- **2021 Path to Progress:** Economic Development will continue marketing the PACE program to other projects.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of approved projects	6	3	4	1	3

Budget Summaries

Activity: Implement neighborhood goals for increased recyclable tonnage

- **2020 Results:** As of the third quarter, the 2020 average was 1,063 of recycling tons per quarter. This amounts to 8% recycling as a proportion of tipped waste.
- **2021 Path to Progress:** 13% of total waste tonnage collected or 1,300 total tons of recycling tonnage per quarter. Continue to analyze data collected via RFID technology and implement strategies to increase recycling.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of recycling to total tipped waste	9%	13%	8%	8%	13%



Detail by CSA: Building and Environmental Safety

Budget Summaries

Priority: Provide Quality Services with Excellent Customer Service

Objective: Develop and implement a program to increase neighborhood engagement for clean-up

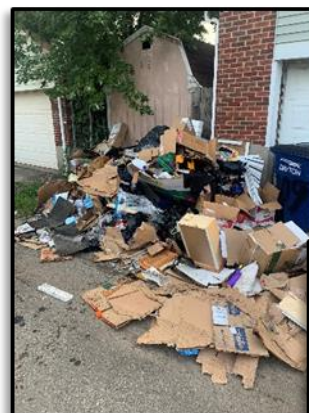
Activity: Neighborhood clean-ups and volunteer groups

- **2020 Results:** 18 neighborhood clean-up events were completed by the end of the third quarter, with a total of 61 tons of debris collected.
- **2021 Path to Progress:** 25 clean-up events per year.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of clean-up events	42	25	39	18	25

Additional Activity: Monitor illegal dumping sites

- **2020 Results:** We are currently monitoring 40 sites. As of the third quarter, we have had 39 cases totaling 13 convictions.
- **2021 Path to Progress:** Continue to monitor illegal dumping sites.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Respond to customer requests

Activity: Ensure right-of-way is free of hazards and debris

- **2020 Results:** 107 requests for trees down in the right of way; 97% completed within 2 working days.
- **2021 Path to Progress:** 95% of trees removed within 2 business days.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of trees removed in 2 business days	96%	95%	97%	100%	95%



Objective: Enhance the quality of life in city parks

Activity: Mow, maintain and clean City parks

- **2020 Results:** 98% complete per cycle.
- **2021 Path to Progress:** 95% of parks mowed per cycle.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of Parks mowed per cycle	100%	95%	100%*	98%	95%

*Impacted by dry weather.



Detail by CSA: Building and Environmental Safety

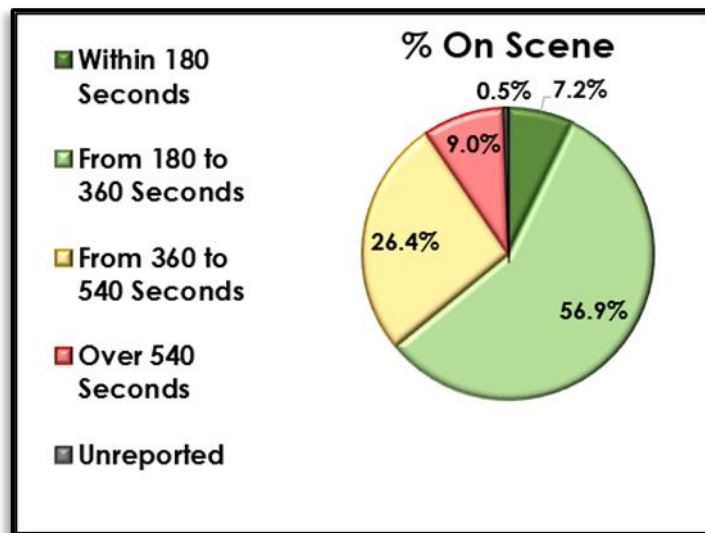
Budget Summaries

Objective: Maintain adequate emergency medical service response time

Activity: Respond to medical emergencies from time of alarm to arrival on scene

- **2020 Results:** 89.8% of incidents receiving ALS care on scene were responded to in less than 540 seconds through the third quarter. The improved response time is due in part to the implementation of an effective Pandemic Response Plan that included staffing additional EMS units throughout 2020.
- **2021 Path to Progress:** We continue to evaluate alternative deployment models to improve service delivery and meet the growing EMS needs of our community.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of incidents that ALS apparatus on scene within 540 seconds of alarm	88.5%	>90%	88.7%	89.8%	>90%



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Maintain operational capabilities to respond to a wide range of emergency incidents

Activity: Complete appropriate emergency planning processes and provide emergency planning and site safety evaluation within City limits

- **2020 Results:** Metric was not tracked due to COVID-19 restrictions and operational priorities. Instead, the DFD accomplished real-world emergency management in response to the Pandemic.
- **2021 Path to Progress:** Continue to actively engage with the City organization and community partners to ensure effective planning, training, and response to a wide variety of known and potential threats. Continue to implement best practice measures and lessons learned from the past 24 months of disasters, protest, pandemics, and acts of violence.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of training and site visits per yr.	24	20	21	Not Tracked	20



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Building code enforcement for new Construction Activities

Activity: Conduct inspections, issue permits and facilitate construction activities

- **2020 Results:** \$263.3M of new commercial construction and \$9.3M of new residential construction to date.
- **2021 Path to Progress:** Building Inspection is implementing customer service initiatives to provide outstanding customer service. Depending on market conditions, we are targeting \$200M valuation of commercial and residential projects.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
\$ value of construction activities	\$243.3M	\$100M	\$181.5M	\$272.6M	\$200M



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Manage COVID-19 emergency operations response

- **2020 Results:** Throughout this Pandemic, DFD Staff have actively engaged in the management of regional pandemic response functions, dealt with protests, provided continuity of operations through a water crisis affecting our Downtown, and coordinated visits of election delegates and dignitaries. All of this was done utilizing the plans and partnerships developed during previous years emergency planning activities.
- **2021 Path to Progress:** Upon the hopeful conclusion of the Pandemic in 2021, the Dayton Fire Department will refocus back to its original metric of completing emergency planning processes and providing emergency planning and site safety evaluation within the city of Dayton.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Addressed Social Distancing Requirements, without Service Disruption

- **2020 Results:** The Economic Development department closed the offices to the public and had employees on TEL, hampering the department's ability to provide normal customer service operations. To ensure that the department continued to meet customer needs, communications were processed via Fed-Ex, US mail, fax and a drop off box in our lobby. The rest of the staff continued to report to work and operate business as usual. All meetings were held virtually through Zoom or other means, and some inspections were performed virtually.
- **2021 Path to Progress:** Continued social distancing and the use of virtual meeting mediums. Customer service needs will be met in compliance with COVID-19 guidelines.

Objective: Minimize the impact of COVID-19

Activity: Manage Water Reclamation COVID-19 safety measures

- **2020 Results:** Water Reclamation COVID-19 Safety Measures and Social Distancing measures established:
 - Updated Operational Plan for the Division Staffing
 - No out of City Travel
 - Set up remote and internet Safety and Operator Contact Hour Training
 - Use TEAMS for Projects That Require Limited Facility Access to Contractors/Consultants
- **2021 Path to Progress:** Continue current procedures until normal operations can be safely resumed.

Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Manage Water Supply & Treatment COVID-19 safety measures

- **2020 Results:** WS&T staff developed a Pandemic Plan addressing minimal staffing, advanced disinfection, continuity of service, and returning staff to work safely.
 - Staff continue to work from home.
 - Division purchased laptops for Supervisors and worked with IT to obtain remote network access.
 - Staff and planning meetings are held via TEAMS.
 - Continuing education training developed and proctored by mid-management staff.
- **2021 Path to Progress:** Continue advanced disinfection, remote work from home, holding staff meeting and training virtually. Continue to purchase additional laptops for staff that can work from home.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Street Maintenance adjusted staff cleaning protocols

- **2020 Results:** Provided additional PPE and cleaning supplies to all employees to sanitize vehicles. Refills, gloves and masks have been made available in the stockroom. When possible employees are provided their own vehicle, or no more than two staff are to share a vehicle.
- **2021 Path to Progress:** Continue providing the additional supplies needed to help prevent the spread of the COVID-19 virus.

Objective: Minimize the impact of COVID-19

Activity: Additional employee safety measures

- **2020 Results:** Added six foot distance markers leading to time clocks and removed all tables and chairs to promote social distancing and reduce touch points. Placed signage on entry doors and throughout the assembly room.
- **2021 Path to Progress:** Maintain these items and continue to look for additional ways to increase safety measures.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Additional Safety Measures Implemented for City Parks

- **2020 Results:** Hand sanitization stations were purchased with CARES ACT funds, and to date, we've installed one in McIntosh Park.
- **2021 Path to Progress:** Continue the installation of the Hand Sanitization Stations until complete.

Objective: Minimize the impact of COVID-19

Activity: Additional Safety Measure Implemented for City Parks

- **2020 Results:** Contracted with Playcare to sanitize the playground equipment, picnic tables and benches from September 8th through November 3rd, 2020. Playcare uses a Four-Step Comprehensive Cleaning Process and then places Playcare Protectant Stickers on the equipment to indicate the playground has been professionally treated.
- **2021 Path to Progress:** To be determined.

Four-Step Comprehensive Cleaning with PlayCare Protectant

1. Surface Degreaser to manually remove surface contaminants
2. CDC Approved and EPA Registered Disinfectant with industry leading kill claim against COVID-19
3. Extreme Performance Coating to enhance the shine of the playground.
4. PlayCare Protectant Antimicrobial Coating – Applied monthly to continually control microbial growth.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Waste Collection adjusted staff cleaning protocols

- **2020 Results:** Increased cleaning of vehicles by requiring drivers to disinfect the interior and exterior of the vehicle. Reduced the number of employees in work vehicles at the same time from three to a maximum of two with masks.
- **2021 Path to Progress:** Continue these practices to facilitate a decreased spread of the COVID-19 virus.

Objective: Minimize the impact of COVID-19

Activity: Additional employee safety measures

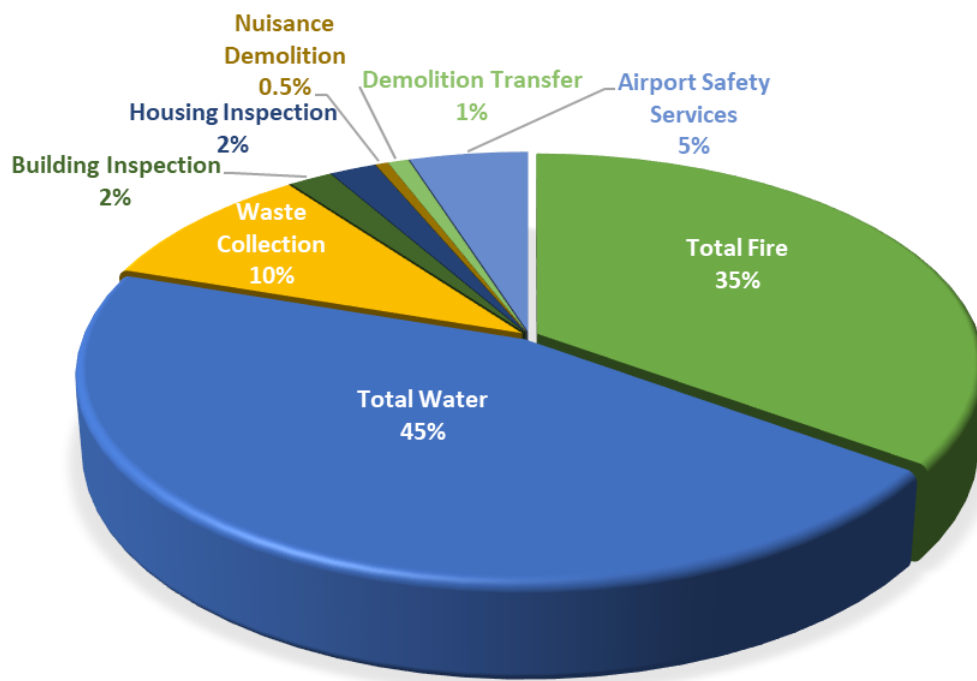
- **2020 Results:** Waste Collection employees were separated into three sub groups and the clock-in times were staggered, to minimize large gatherings. Implemented temperature checks by creating a flow plan for employees entering the facility. Employees enter and exit the building through separate entries.
- **2021 Path to Progress:** Continue this practice, maintain these items and continue to look for additional ways to increase safety measures.



Detail by CSA: Building and Environmental Safety

Budget Summaries

Program	2021 Proposed Budget
Fire Management & Support Services	4,827,300
Fire Emergency Services	32,539,300
Fire Strategic Program Safety	2,901,200
Total Fire	40,267,800
Environmental & Wellfield Protection	4,270,700
Water Supply & Treatment	26,877,200
Water Reclamation	20,872,100
Total Water, Sewer, Storm Prog.	52,020,000
Waste Collection	11,143,000
Building Inspection	2,097,800
Housing Inspection	2,239,900
Nuisance Demolition	604,900
Demolition Transfer	1,000,000
Airport Safety Services	5,711,000
Grand Total Building & Environmental Safety CSA	\$ 115,084,400

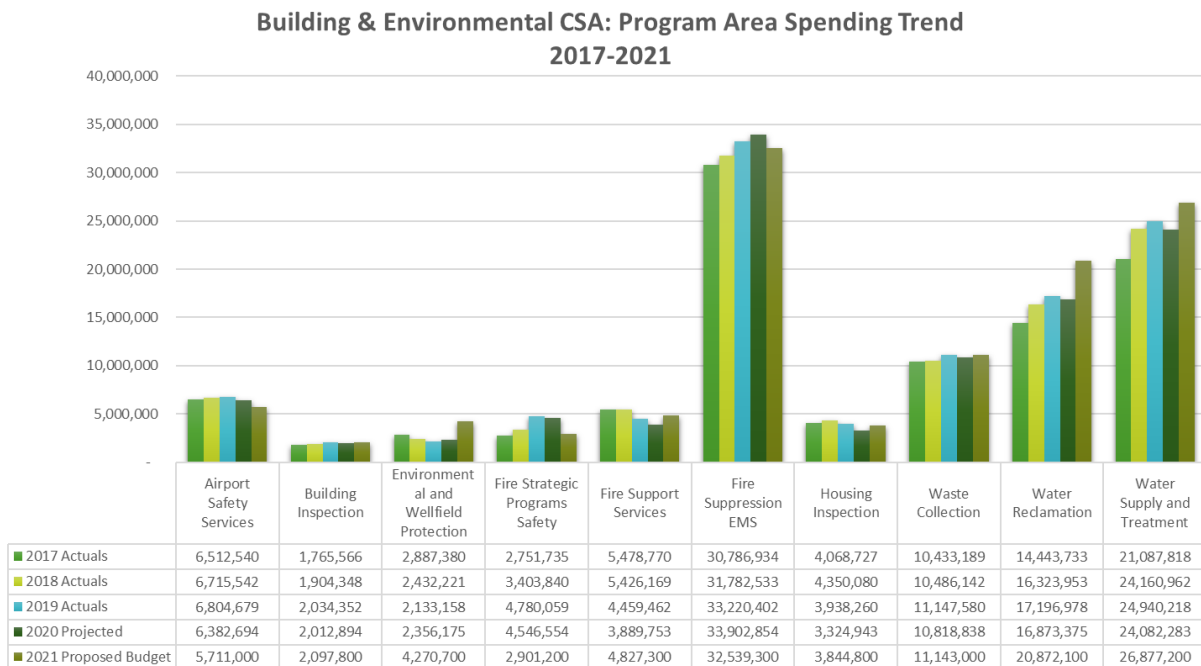
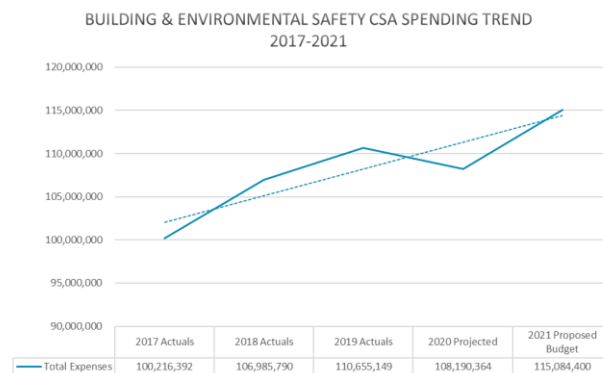


Detail by CSA: Building and Environmental Safety

Budget Summaries

Below, a trend analysis for the Building & Environmental Safety CSA spending from 2017 through 2021's recommend allocation, segmented by program area.

Building & Environmental Safety	2017 Actuals	2018 Actuals	2019 Actuals	2020 Projected	2021 Proposed Budget
Airport Safety Services	6,512,540	6,715,542	6,804,679	6,382,694	5,711,000
Building Inspection	1,765,566	1,904,348	2,034,352	2,012,894	2,097,800
Environmental and Wellfield Protection	2,887,380	2,432,221	2,133,158	2,356,175	4,270,700
Fire Strategic Programs Safety	2,751,735	3,403,840	4,780,059	4,546,554	2,901,200
Fire Support Services	5,478,770	5,426,169	4,459,462	3,889,753	4,827,300
Fire Suppression EMS	30,786,934	31,782,533	33,220,402	33,902,854	32,539,300
Housing Inspection	4,068,727	4,350,080	3,938,260	3,324,943	3,844,800
Waste Collection	10,433,189	10,486,142	11,147,580	10,818,838	11,143,000
Water Reclamation	14,443,733	16,323,953	17,196,978	16,873,375	20,872,100
Water Supply and Treatment	21,087,818	24,160,962	24,940,218	24,082,283	26,877,200
Total	100,216,392	106,985,790	110,655,149	108,190,364	115,084,400



Detail by CSA: Building and Environmental Safety

Budget Summaries

Fire				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	42,853,900	40,267,800	(2,586,100)	-6.0%
Total Sources	\$ 42,853,900	\$ 40,267,800	\$ (2,586,100)	-6.0%
Estimated Uses				
Personnel Costs	38,495,900	35,540,600	(2,955,300)	-7.7%
Contracts & Materials				
Fire Fleet Charges	1,285,900	1,285,900	-	0.0%
Professional Services	1,093,100	991,300	(101,800)	-9.3%
Supplies & Materials	819,600	797,600	(22,000)	-2.7%
Radio Maintenance & Repair	393,200	484,100	90,900	23.1%
Gasoline & Fuel	299,900	299,900	-	0.0%
Utilities	210,000	194,500	(15,500)	-7.4%
Other Contracts & Materials	139,600	143,300	3,700	2.7%
Facilities & Equipment Maintenance	116,700	104,800	(11,900)	-10.2%
Total Contracts & Materials	4,358,000	4,301,400	(56,600)	-1.3%
Capital Equipment/Technology	-	425,800	425,800	100.0%
Total Uses	\$ 42,853,900	\$ 40,267,800	\$ (2,586,100)	-6.0%
Sources over Uses	\$ -	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- 2021 personnel budget is down as it does not include funding for August recruit class. Planned funding of recruit class through SAFER grant in 2021. Personnel also includes reductions for Cost Savings Days (CSD) equivalent and two monthly health insurance holidays.
- Professional Services are lower due to rate reductions with the regional dispatch contract in 2021.
- Radio Maintenance & Repair budget increased 23.1% due to the re-organization of the Radio Shop from the General Fund to the Internal Services Fund.
- Fire was awarded a \$425,800 Capital Equipment allocation.

Detail by CSA: Building and Environmental Safety

Budget Summaries

Water - Environmental & Wellfield Protection				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Storm Water Operating	4,341,300	4,270,700	(70,600)	-1.6%
Total Sources	\$ 4,341,300	\$ 4,270,700	\$ (70,600)	-1.6%
Estimated Uses				
Personnel Costs	1,192,200	1,107,400	(84,800)	-7.1%
Contracts & Materials				
Professional Services	2,617,300	2,617,300	-	0.0%
Public Service Contracts	410,000	418,000	8,000	2.0%
Indirect Cost Allocation	59,200	65,400	6,200	10.5%
Supplies & Materials	34,500	34,500	-	0.0%
Other Contracts & Materials	28,100	28,100	-	0.0%
Total Contracts & Materials	3,149,100	3,163,300	14,200	0.5%
Total Uses	\$ 4,341,300	\$ 4,270,700	\$ 14,200	-1.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are down 7.1% due to two monthly health insurance holidays and CSDs. The decline also reflects an employee change from Family to Single health coverage. With the loss of VSP staff, new hires brought on at lower rate.
- Public Service Contracts increased 2% due to budgeted Public Health-Dayton Montgomery County contract increases.
- Indirect Cost Allocation increased 10.5% due to budget trends and projections.

Detail by CSA: Building and Environmental Safety

Budget Summaries

Water Supply and Treatment				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Water Operating	27,157,600	26,877,200	(280,400)	-1.0%
Total Sources	\$ 27,157,600	\$ 26,877,200	\$ (280,400)	-1.0%
Estimated Uses				
Personnel Costs	11,371,900	11,057,100	(314,800)	-2.8%
Contracts & Materials				
Utilities	6,100,000	6,005,000	(95,000)	-1.6%
Supplies & Materials	1,928,300	2,041,700	113,400	5.9%
Sludge & Waste Disposal	1,875,000	1,825,000	(50,000)	-2.7%
Professional & Contractual Services	1,068,900	1,079,700	10,800	1.0%
Facilities & Equipment Maintenance	857,900	879,900	22,000	2.6%
Indirect Cost Allocation	886,400	904,800	18,400	2.1%
Chemicals	528,800	548,000	19,200	3.6%
Fleet & Fuel Charges	440,000	540,000	100,000	22.7%
Real Estate Taxes	326,000	375,000	49,000	15.0%
Other Contracts & Materials	249,800	262,100	12,300	4.9%
Total Contracts & Materials	14,261,100	14,461,200	200,100	1.4%
Capital Equipment/Technology	1,524,600	1,358,900	(165,700)	-10.9%
Total Uses	\$ 27,157,600	\$ 26,877,200	\$ (280,400)	-1.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are down 2.8% due to two monthly health insurance holidays and CSDs.
- Budgeted increase for Supplies & Materials to purchase additional COVID-19-related supplies and gravel based on usage trends.
- Projected 22.7% increase in Fleet & Fuel Charges due to increased fleet usage and charges.
- Real Estate Tax expenses are projected to increase by 15% in 2021.

Detail by CSA: Building and Environmental Safety

Budget Summaries

Water Reclamation				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Sewer Operating	20,052,500	20,872,100	819,600	4.1%
Total Sources	\$ 20,052,500	\$ 20,872,100	\$ 819,600	4.1%
Estimated Uses				
Personnel Costs	7,136,800	7,385,200	248,400	3.5%
Contracts & Materials				
Professional & Contractual Services	2,874,200	3,000,800	126,600	4.4%
Utilities	2,365,000	2,365,000	-	0.0%
Supplies & Materials	1,023,500	1,073,000	49,500	4.8%
Slud & Waste Disposal	1,772,500	1,772,500	-	0.0%
Chemicals	1,924,000	1,936,000	12,000	0.6%
Indirect Cost Allocation	604,500	650,400	45,900	7.6%
Facilities & Equipment Maintenance	618,400	971,600	353,200	57.1%
Fleet & Fuel Charges	210,000	210,000	-	0.0%
Other Contracts & Materials	159,600	207,600	48,000	30.1%
Total Contracts & Materials	11,551,700	12,186,900	635,200	5.5%
Capital Equipment/Technology	1,364,000	1,300,000	(64,000)	-4.7%
Total Uses	\$ 20,052,500	\$ 20,872,100	\$ 819,600	4.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel increase of 3.5% due to two new positions and the addition of positions abolished in 2020, offset by two monthly health insurance holidays and CSDs.
- Professional & Contractual increases are for biennial CPR training, additional required trainings, seasonal staff for Madden Golf Course maintenance and service agreements.
- Facilities & Equipment Maintenance increase is the result of higher instrumentation repair, mechanical equipment and HVAC repairs.
- Other Contracts & Materials includes a budgeted increase of \$20,000 in Real Estate Taxes due to Madden Golf Course.
- Capital Equipment/Technology for Water plant equipment replacement, HVAC improvements and mowers to maintain Madden.

Detail by CSA: Building and Environmental Safety

Budget Summaries

Waste Collection				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	10,890,700	11,143,000	252,300	2.3%
Total Sources	\$ 10,890,700	\$ 11,143,000	\$ 252,300	2.3%
Estimated Uses				
Personnel Costs	6,225,400	6,159,300	(66,100)	-1.1%
Contracts & Materials				
Waste Disposal Tipping Fee	2,303,500	2,689,000	385,500	16.7%
Fleet & Fuel Charges	1,742,700	1,666,700	(76,000)	-4.4%
Supplies & Materials	420,700	424,200	3,500	0.8%
Professional & Contractual Services	138,500	140,500	2,000	1.4%
Other Contracts & Materials	59,900	63,300	3,400	5.7%
Total Contracts & Materials	4,665,300	4,983,700	318,400	6.8%
Total Uses	\$ 10,890,700	\$ 11,143,000	\$ 252,300	2.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel Costs are down slightly due to 2021 budget solutions in conjunction with the addition of authorized personnel.
- Waste Disposal Tipping Fees are increasing due to a higher Rumpke recycling fee, as well as volume increases in trash and recycling during the pandemic.
- Other Contracts & Materials increase of 5.7% due to increases in Internal Reproduction and Postage, along with reductions in Employee Travel and Computer Maintenance.

Detail by CSA: Building and Environmental Safety

Budget Summaries

Building Inspection				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	2,221,000	2,097,800	(123,200)	-5.5%
Total Sources	\$ 2,221,000	\$ 2,097,800	\$ (123,200)	-5.5%
Estimated Uses				
Personnel Costs	2,112,400	1,995,100	(117,300)	-5.6%
Contracts & Materials				
Professional & Contractual Services	36,600	52,700	16,100	44.0%
Fleet & Fuel Charges	23,000	19,000	(4,000)	-17.4%
Other Contracts & Materials	22,000	18,000	(4,000)	-18.2%
Travel & Training	15,000	6,000	(9,000)	-60.0%
Supplies & Materials	12,000	7,000	(5,000)	-41.7%
Total Contracts & Materials	108,600	102,700	(5,900)	-5.4%
Total Uses	\$ 2,221,000	\$ 2,097,800	\$ (123,200)	-5.5%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel savings are due to 2021 budget solutions and one position abolishment.
- Professional & Contractual Services increased by 44% due to forecasted increases with service contracts for inspection reporting & tracking.
- Total C&M are down 5.4% due to various city-wide budget reductions.

Detail by CSA: Building and Environmental Safety

Budget Summaries

Housing Inspection				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,438,700	2,239,900	801,200	55.7%
CDBG	858,700	-	(858,700)	-100.0%
Total Sources	\$ 2,297,400	\$ 2,239,900	\$ (57,500)	-2.5%
Estimated Uses				
Personnel Costs	2,096,800	2,107,100	10,300	0.5%
Contracts & Materials				
Professional & Contractual Services	62,600	48,400	(14,200)	-22.7%
Fleet & Fuel Charges	41,000	30,000	(11,000)	-26.8%
Other Contracts & Materials	76,000	43,400	(32,600)	-42.9%
Supplies & Materials	21,000	11,000	(10,000)	-47.6%
Total Contracts & Materials	200,600	132,800	(67,800)	-33.8%
Total Uses	\$ 2,297,400	\$ 2,239,900	\$ (57,500)	-2.5%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are relatively flat, despite two monthly health insurance holidays and CSDs. Effective 2021, all employees are funded from the General Fund.
- Professional Services decreased due to the reduction in temp services contracts.
- Total C&M reduced by 33.8% overall due to the division no longer funding the program out of CDBG. All program expenses are paid out of the General Fund.

Detail by CSA: Corporate Services and Governance

Budget Summaries

Nuisance Abatement				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
CDBG	698,600	604,900	(93,700)	-13.4%
Total Sources	\$ 698,600	\$ 604,900	\$ (93,700)	-13.4%
Estimated Uses				
Personnel Costs	653,600	579,900	(73,700)	-11.3%
Contracts & Materials				
Professional & Contractual Services	30,000	-	(30,000)	-100.0%
Other Contracts & Materials	15,000	25,000	10,000	66.7%
Total Contracts & Materials	45,000	25,000	(20,000)	-44.4%
Total Uses	\$ 698,600	\$ 604,900	\$ (93,700)	-13.4%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs decreased by 11.3% due to two monthly health insurance holidays and CSDs.
- Temp Services are no longer included in the program budget, resulting in a 100% decrease in Professional & Contractual Services.
- Other Contracts & Materials includes budgeted increases in Telephone, Fleet Charges and Miscellaneous expenses based on trends.

Detail by CSA: Corporate Services and Governance

Budget Summaries

Airport Safety Services				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Aviation Operating	7,328,400	5,711,000	(1,617,400)	-22.1%
Total Sources	\$ 7,328,400	\$ 5,711,000	\$ (1,617,400)	-22.1%
Estimated Uses				
Personnel Costs	6,208,600	4,636,200	(1,572,400)	-25.3%
Contracts & Materials				
Indirect Cost Allocation	376,900	370,800	(6,100)	-1.6%
Facilities & Equipment Maintenance	266,800	264,300	(2,500)	-0.9%
Professional & Contractual Services	265,300	267,200	1,900	0.7%
Supplies & Materials	156,900	120,300	(36,600)	-23.3%
Other Contracts & Materials	53,900	52,200	(1,700)	-3.2%
Total Contracts & Materials	1,119,800	1,074,800	(45,000)	-4.0%
Total Uses	\$ 7,328,400	\$ 5,711,000	\$ (1,617,400)	-22.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs decreased by 25.3% due to departmental reorganization, including multiple positions being moved from FT to PT.
- Supplies & Materials decreased by 23.3% due to departmental trends and forecasted needs.
- Overall Contracts & Materials decreased by 4% due to budget tightening in 2021.

Detail by CSA: Corporate Services and Governance

Budget Summaries

The Policy Objective of the Corporate Services and Governance Community Service Area is to ensure the efficient and effective use of taxpayer dollars in providing City Services while fostering a fair and just community. The CSA covers fifteen Program Areas spread across nine City Departments.

Program	2020 Original Budget	# FTEs	2021 Proposed Budget	\$ Chg.	% Chg.	# FTEs
Finance - Tax & Accounting	4,050,400	31	3,837,300	(213,100)	-5.3%	30
Finance Treasury Investments	1,153,300	2	1,148,100	(5,200)	-0.5%	2
Water Utility Revenue	4,235,400	33	4,080,200	(155,200)	-3.7%	35
Subtotal Finance Programs	9,439,100	66	9,065,600	(373,500)	-4.0%	67
Procurement, Mgmt, & Budget	1,852,000	16	1,553,600	(298,400)	-16.1%	13
Information Technology	7,022,100	33	6,860,000	(162,100)	-2.3%	27
Human Resources	1,164,500	9.4	940,300	(224,200)	-19.3%	7
Law - Civil Division	1,597,200	10	1,470,300	(126,900)	-7.9%	10
City Commission Office	1,302,500	14	1,255,400	(47,100)	-3.6%	13
City Manager's Office	1,380,800	8	1,472,000	91,200	6.6%	8
Public Affairs	1,260,800	6	1,198,000	(62,800)	-5.0%	6
Sustainability	212,500	1.5	155,000	(57,500)	N.A.	1.5
Civil Service	1,525,100	15	1,399,600	(125,500)	-8.2%	14
Property Management	7,886,800	39	10,698,300	2,811,500	35.6%	32
Non-Departmental	2,552,600	N.A.	2,898,800	346,200	13.6%	N.A.
Total Programs	\$ 37,196,000	217.9	\$ 38,966,900	\$ 1,770,900	4.8%	198.5

Below are the Policy Priorities for the Corporate Services and Governance CSA. The following pages will detail 2020 outcomes by priority, as well as the 2021 "Path to Progress" for improved outcomes:



Detail by CSA: Corporate Services and Governance

Budget Summaries

Priority: Maintain Financial Stability

Objective: Maintain Budget to Actual Variance to Secure a Stable or Increased General Obligation Bond Rating

Activity: Allocate, monitor, balance and analyze budget

- **2020 Results:** Monitored all operating and capital budgets on a monthly basis. Prepared monthly results for the City Commission. Management & Budget's target is to have a positive, annual budget variance between 0% and 3%. At the end of September, we have a positive budget variance of 5.8%, due to the budgetary actions taken in the face of declining revenues.
- **2021 Path to Progress:** Continue to monitor operating and capital funds to ensure budgeting compliance. Meet with Departments quarterly on Internal Service and Enterprise Funds to ensure compliance and fiscal stability.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of budget to actual variance as measured for legal compliance and financial reporting	2.3%	Between 0% to 3%	2.1%	5.8%	Between 0% to 3%

2019

Department	Total Final Budget	2019 Actuals with Transfers	Encumbrances	Total Exp., Trans., & Enc.	Budget Variance
City Manager Office	1,424,500	1,273,010	40,769	1,313,779	8.4%
Civil Service	1,538,400	1,297,832	69,470	1,367,302	12.5%
Clerk of Commission	1,301,000	1,225,923	7,170	1,233,093	5.5%
Clerk of Courts	3,828,200	3,644,736	55,568	3,700,304	3.5%
Economic Development	3,726,800	3,430,104	117,463	3,547,567	5.1%
Finance	3,636,900	3,349,471	164,480	3,513,951	3.5%
Fire	42,872,800	42,241,087	341,430	42,582,517	0.7%
Human Relations Council	932,600	744,998	29,288	774,286	20.4%
Human Resources	1,166,700	1,019,741	39,063	1,058,804	10.2%
Information Technology	6,788,300	6,073,797	485,002	6,558,799	3.5%
Law	3,024,600	2,628,956	205,005	2,833,961	6.7%
Procurement, Mgmt & Budget	1,800,400	1,473,250	28,074	1,501,324	19.9%
Municipal Courts	4,662,500	4,489,705	51,491	4,541,196	2.7%
Non-departmental	3,334,400	3,179,477	85,631	3,265,108	2.1%
Planning & Com. Dev.	3,602,100	3,250,067	110,958	3,361,025	7.2%
Police	53,160,300	52,791,948	355,518	53,147,466	0.0%
Public Affairs	1,290,100	994,167	181,274	1,175,441	9.8%
Public Works	37,025,900	34,539,264	1,479,502	36,018,766	2.8%
Recreation & Youth	6,310,400	5,421,484	188,348	5,609,833	12.5%
Water	114,700	111,719	-	111,719	2.7%
Income Tax	8,165,700	8,165,700	-	8,165,700	0.0%
Total	189,707,300	181,346,437	4,035,506	185,381,943	2.3%

Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Obtain Best Possible Purchase Price for Goods and Services

Activity: Proactive procurement practices to negotiate lower prices for goods and services

- **2020 Results:** Procurement saved the City a total of \$1.1 million on negotiated requisitions (including CARES funding) and \$521,300 (without CARES). Procurement also negotiated \$109,200 in rebate revenue through September. This exceeds the target savings of \$300,000, but falls slightly under our goal of 35%.
- **2021 Path to Progress:** The target for 2021 is 35% or equal to \$350,000 in savings, whichever is greater.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% saved as a proportion of list price at requisition	22%	35%	32%	33%	35%



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Migrate Accounts Payable to P-Card Payment Process

Activity: Implement policy and operational changes to support p-card payments for accounts payable

- **2020 Results:** Program implementation was delayed in 2020 as our attention was directed to procuring vital pandemic-related goods and services. Virtual Credit Card (VCC) payments allow the City to take advantage of rebates, and reduces the number of payments made by check.
- **2021 Path to Progress:** Fully implement and monitor the VCC program. The goal for VCC rebate revenue is \$100,000 in 2021.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
\$ Savings	N/A	N/A	N/A	N/A	\$100,000

Objective: Work with Benefitfocus to build and implement an electronic open enrollment portal

Activity: Complete benefit transition to electronic open enrollment and benefits management and provide employee training

- **2020 Results:** 95% Complete.
- **2021 Path to Progress:** 100% completion. City contract expires in 2021, so HR may be issuing an RFP for this service during 2021, which may impact ability to obtain 100%.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% completion of electronic open enrollment portal	75%	100%	80%	95%	100%

Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Improve the efficiency of key financial processes used by all City Departments

Activity: Revise and automate City financial policies and processes

- **2020 Results:** Due to COVID-19 and the need to redirect the work of the Financial Analysis team to focus on CARES accounting and administration, Finance was unable to update and automate the encumbrance policy and process. However, the team was able to develop, test, and release an automatic vendor payment authorization form in cooperation with the Disbursements team.
- **2021 Path to Progress:** Finance will continue updating and automating various financial policies to ensure that internal customers have up to date policies and efficient procedures to make compliance easier. In 2021, Finance will pursue the Encumbrance Policy and automating the Certificate of Funds request process and forms. The Accounts Payable Policy will also be updated in conjunction with the Encumbrance Policy.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of policies and processes revised and implemented	1 (Travel Policy)	2	1	1	2



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Collect cash timely, effectively and according to established policies and procedures

Activity: Employ customer-friendly collection methods, yet aggressively collect and process cash payments

- **2020 Results:** By the end of the third quarter, delinquent collections totaled \$409,500, 45.5% of the annual goal of \$900,000. As of October 31, 2020, delinquent collections totaled \$518,200, 58% of the \$900,000 goal. The decrease in collections is due to being down one temporary staff person most of the year. The extension of the income tax filing deadline also delayed staff's ability to make contact with taxpayers on 2019 delinquent accounts. End of the year estimate is about \$635,000, which is 70% of the goal.
- **2021 Path to Progress:** Finance will continue to aggressively collect on delinquent tax and other accounts receivables, primarily by employing better customer payment processes and providing quality communication. Finally, Finance will also pursue a technology solution that will allow A/R clients the ability to review and pay their accounts online.

Additional Activity: Monitor and ensure compliance for construction related businesses and individual worker tax payments

- **2020 Results:** The Construction Compliance project continued through the first quarter of 2020, and of the companies contacted, the compliance rate was 86% compared to 84% for 3 quarters in 2019. The planned new Tax Analyst I position was abolished due to the pandemic. The position's purpose was to focus on this project and specific tax circumstances for businesses that are not easily detected through the normal tax collection system.
- **2021 Path to Progress:** The program was not funded.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
\$ collection for delinquent Income Tax	\$1.03M	>\$900,000	\$832,000	\$409,500	>\$900,000
% of Construction projects compliant	85%	85%	84.1%	45%	85%

Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Ensure the City's Debt Portfolio is well-managed

Activity: Monitor the implementation of debt-financed capital projects and ensure Continuing Disclosure and Annual Information Filings are completed accurately

- **2020 Results:** Series 2020 debt issuances were priced on 10/22/20, and all bonds closed on 11/12/2020. Existing General Obligation (GO), Sewer, and Non-Tax Revenue (NTR) credit ratings were maintained. In addition to issuing new debt, Treasury staff also completed the review and submission of required Annual Information Filings for GO and Aviation Revenue Debt, and reviewed spend down of all debt-finance capital projects. Arbitrage calculations are scheduled for 4Q 2020.
- **2021 Path to Progress:** Finance will ensure all continuing disclosure notices are submitted accurately and timely, and monitor debt-financed projects for expenditure compliance.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
2019: # of projects monitored & meeting spend requirements	25	25	25 (2 arbitrage calculations completed and submitted)	25/90%	25/90%
2020: maintain or increase city's bond rating	All ratings were maintained	G.O., Sewer, & NTR Credit Ratings Maintained AA/Aa2 or better	All ratings were maintained	G.O., Sewer, and NTR Credit Ratings Maintained at AA/Aa2	Maintain or increase City's bond rating

Detail by CSA: Corporate Services and Governance

Budget Summaries

Priority: Encourage Employee Wellness and Development

Objective: Incent employees and eligible dependents to visit The D.O.C.

Activity: Continue D.O.C. education program, incent visitors to meet ROI. Waive and/or reduce medical costs at The D.O.C.

- **2020 Results:** 56% of employees utilized the D.O.C.; 19% of spouses and 12% of dependent children used the D.O.C.
- **2021 Path to Progress:** HR will continue to drive employee utilization of the D.O.C. during 2021, and HR will start occupation and x-ray services in the D.O.C. during November 2020.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of employees and dependents utilizing D.O.C. services	Employee: 61% Spouse: 20% Dependent: 14%	30%	Employee: 72% Spouse: 26% Dependent: 18%	Employee: 56% Spouse: 19% Dependent: 12%	40%



Detail by CSA: Corporate Services and Governance

Budget Summaries

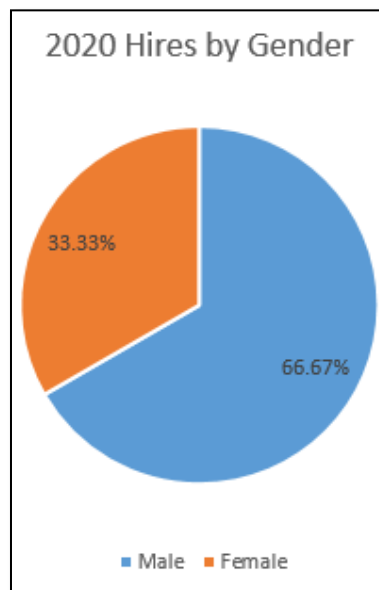
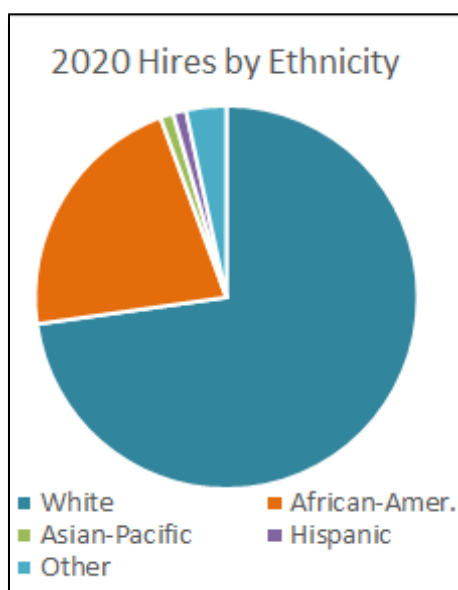
Priority: Increase Diversity in City Workforce

Objective: Increase awareness of public sector employment opportunities with the City of Dayton in an attempt to enhance a diverse workforce

Activity: Work with City Departments, identify targeted recruitment areas to increase awareness

- **2020 Results:** 72.7% (64) White; 21.6% (19) Black; 1.1% (1) Hispanic; 1.1% (1) Asian/Pacific Islander; 3.4% (3) Other; 67.0% (59) Male; 33.0% (29) Female.
- **2021 Path to Progress:** Continue to collaborate with Departments to increase diversity to be more reflective of City of Dayton demographics.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% increase in diversified workforce	White: 65.4% African-Amer.: 27.6% Asian-Pacific: 1.1% Hispanic: 4.3% Other: 1.6% Male: 70.8% Female: 29.2%	White: 52.7% African-Amer.: 39.0% Hispanic: 3.9% Asian/Pac. Is.: 0.90% Other: 3.5% Male: 48.8% Female: 51.20% <small>July 2019 COD Population Estimates Census.gov/quickfacts</small>	White: 68.2% African-Amer.: 25.0% Hispanic: 4.0% Asian/Pac. Is.: 1.4% Other: 1.4% Male: 73.0% Female: 27.0%	White: 72.7% African-Amer.: 21.6% Asian-Pacific: 1.1% Hispanic: 1.1% Other: 3.4% Male: 67.0% Female: 33.0%	Based on Census Data Statistics



Detail by CSA: Corporate Services and Governance

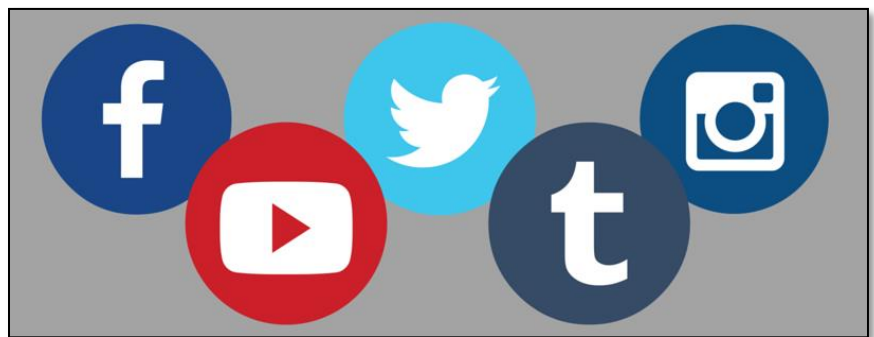
Budget Summaries

Objective: Increase an organizational wide exposure through social media of job postings

Activity: Collaboration with senior management and departments to aggregate spending and job posting through social media and specialized forums

- **2020 Results:** 10.5% of applicants identified through social media.
- **2021 Path to Progress:** This measure will change to, “ % of applicants identified through sourcing channels.” This will allow the Civil Service Board staff to identify applicant sourcing channels to increase/improve the applicant pool for vacant positions with the City of Dayton and Dayton Public Schools.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of applicants identified through social media	12.0%	>40%	11.5%	10.5%	>40%



Detail by CSA: Corporate Services and Governance

Budget Summaries

Priority: Provide Quality Services with Excellent Customer Service

Objective: Complete purchase orders within 30 days of submittal

Activity: Process purchase orders efficiently

- **2020 Results:** Through third quarter, average processing time for purchase orders was 11.7 days. 94% of purchase orders were processed within 30 days.
- **2021 Path to Progress:** Procurement will maintain a target of processing all purchase orders in less than 30 days, 95% of the time.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of purchase orders completed within 30 days	92%/<30 days	95%/<30 days	92%/<30 days	94%/<30 days	95%/<30days

Objective: Provide excellent customer service through transparency, knowledge and accountability

Activity: Provide timely research and analysis and consultation on the City's financials, management practices and organizational performance

- **2020 Results:** Staff contributed over 2,326 hours of research, analysis and expertise to other Departments and outside organizations, in addition to their routine staff duties. This is an increase of 35% over the prior year and well surpasses our annual goal of 2,080.
- **2021 Path to Progress:** M&B will continue to target 2,080 hours (or the equivalent of 1 FTE) of consultative work to the City organization in 2021.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of staff hours for consultancy	1,890	1FTE/2,080 hrs	1,718	2,326	1FTE/2,080 hrs

Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Reduce litigation costs of outside legal counsel by retaining work in house where appropriate

Activity: Witness preparation and depositions conducted by City Attorney

- **2020 Results:** Conducted 9 depositions.
- **2021 Path to Progress:** Continue to build litigation depth internally by training less experienced attorneys to conduct depositions.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of depositions conducted by staff	4	4	4	9	6

Objective: Ensuring the efficient and effective use of tax payer dollars as it relates to the City of Dayton Moral Obligation Claim Process

Activity: Review and approval by two attorneys for payment of any claim. Re-evaluation of denied claims upon request. Process claim in 6-8 weeks

- **2020 Results:** Due to COVID-19, claim processing was suspended from March 23 to May 4. The total number of claims filed is down 50%.
- **2021 Path to Progress:** Continue to process all claim within 6-8 week timeframe.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% moral obligation claims that have undergone established procedure	100%	100%	100%	30%	100%

Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Maintain facility cleanliness in accordance with industry standards

Activity: >80% of inspections that are found in compliance from “Property Management Inspection Sheet”

- **2020 Results:** Work was redirected toward COVID-19 efforts, resulting in the completion of 7 of 12 inspections, or 58% of inspections found in compliance.
- **2021 Path to Progress:** >80% of inspections that are found in compliance from “Property Management Inspection Sheet”.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% inspections that are found in compliance	77%	>80%	72%	58%	>80%

Objective: Maintain operational facilities for employees and citizens

Activity: Address high priority requests within established timeframe

- **2020 Results:** 41 of 42 high priority requests addressed were within 24 hours, or 98%.
- **2021 Path to Progress:** >90% of high priority requests addressed within 24 hours.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of high priority requests addressed within 24 hours	99%	>90%	94%	98%	>90%

Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Provide Quality Services with Excellent Customer Service

Activity: Ensure average wait time for Utility Contact Center customers of <2 minutes or less, at least 85% of the time

- **2020 Results:** For Utility Calls, 57% of the calls were answered in less than 2 minutes, and, 69.5% of all other calls were answered in less than 2 minutes in the Q3-2020. Through Q3, the Call Center answered 120,960 calls, and 77% of those calls were answered in less than 2 minutes.
- **2021 Path to Progress:** The 2021 goal is to maintain answering 85% of all calls in < 2 minutes. Technology improvements to the call center phone system will include customer enhancement features like customer call-backs and auto calls to remind customers about past-due balances. In addition, the 2021 budget adds 1 FT Customer Service Tech I and 2PT Customer Service Tech I to ensure adequate staffing for the call volume expected.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of calls answered within <2 minutes	99% of calls answered in <1 minute	85%	100% of calls answered with an average wait time of 1:40	77%	85%



Detail by CSA: Corporate Services and Governance

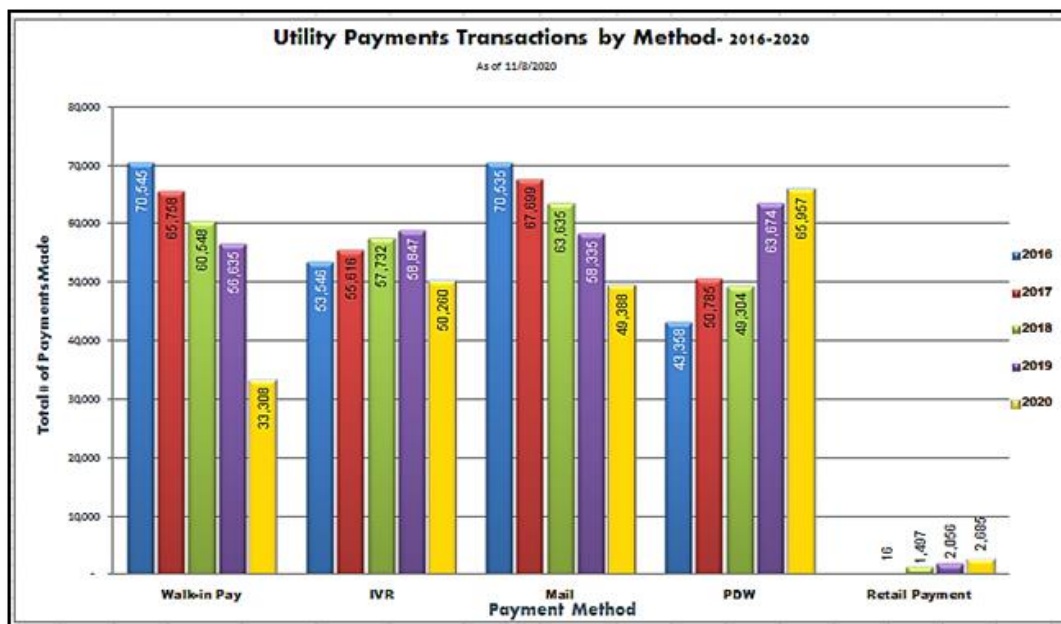
Budget Summaries

Objective: Provide quality customer service for utility customers

Activity: Promote DIY payment options for utility customers

- **2020 Results:** Through the third quarter, there was a 25% increase in registered users on paydaytonwater.com. Over 2,300 utility bill payments were made at our retail partners through Q3 compared to 1,531 in 2019, which represents a 54% increase.
- **2021 Path to Progress:** Finance will continue to promote the use of the website, and examine additional customer service enhancements.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of utility customers who registered for paydaytonwater.com	12.4 % increase	5% over 2019	14,797/4.2% over 2018	20,079/25% over 2019	5% over 2020
% of utility bill payments made at retail partner stores	2,056, 34% increase	10% over 2019	1,531/43%	2,366/54%	10% over 2020



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Provide quality customer service for tax customers

Activity: Automate Income Tax electronic payment submission

- **2020 Results:** The Income Tax team worked with Seamless Docs, Elavon Bank, Treasury staff, and Pi-Tech to develop, test, and release an electronic payment form that allows taxpayers to make various types of City of Dayton income tax payments to existing accounts. The form was released on 7/22/2020, and to-date, we have taken 39 payments.
- **2021 Path to Progress:** In 2021, the Income Tax team will continue to focus on making it easier to pay City taxes and to market the new services. In addition, the City's website will reflect the changes and be upgraded for better customer access and understanding.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of customers utilizing automated Income Tax payment form	N/A New Measure	1 Form/100 users	N/A	1 Form/39 users	300

CITY OF DAYTON, OHIO
Income Tax Payment Voucher
Form Instructions Income Tax Forms

1) Use this form to make payments using American Express, Debit Card, Discover, Mastercard or Visa.

Taxpayer/Business Name
First and Last Name (ex John Doe) or Business Name
Taxpayer Spouse Name (if applicable)
Spouse's First and Last Name ex Jane Doe

Account Type
Choose One
SSN # or Tax ID #, or Federal ID #
Spouse's SSN # or Tax ID # (if applicable)
SSN #, Tax ID #, or Federal ID #
Spouse's SSN # or Tax ID #

Contact Email Address
xxx@email.com
Contact Phone/Cel Number
xxx-xxx-xxxx

Mailing Address
City
State
Zip

I authorize the payments shown for the tax periods below

Payment Type	Tax Year	Period Ending	Amount Due	Change this Amount
Choose One		Choose One		
Choose One		Choose One		
Choose One		Choose One		
Choose One		Choose One		

Total Amount to be charged to your card: \$2.00

Signature
Date: 07/16/2020

Voucher #
Powered by seamless.gov

Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Provide timely and accurate Help Desk consultation for internal City Customers

Activity: Ensure customer requests through Help Desk are resolved within appropriate timeframe

- **2020 Results:** YTD results reflect an increase of 5 days above the target. The longer delay is the result of a reduction in staff along with unexpected leave at the IT Help Desk.
- **2021 Path to Progress:** The average number of days to resolve target will remain at 10. Beginning in January, there will be a scheduling change at the Help Desk to improve our response for requests for service.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Average # of business days to customer resolution	17	10	12	15	10

Year	Number of Requests	Average Days to Resolution
2016	2,270	12
2017	1,845	10
2018	1,822	11
2019	2,336	14
2020	1,971	15

- 2016-2019 represent full year requests
- 2020 are for requests through 11.30.2020

Detail by CSA: Corporate Services and Governance

Budget Summaries

Additional Activity: Citywide enrollment of self-service password reset tool

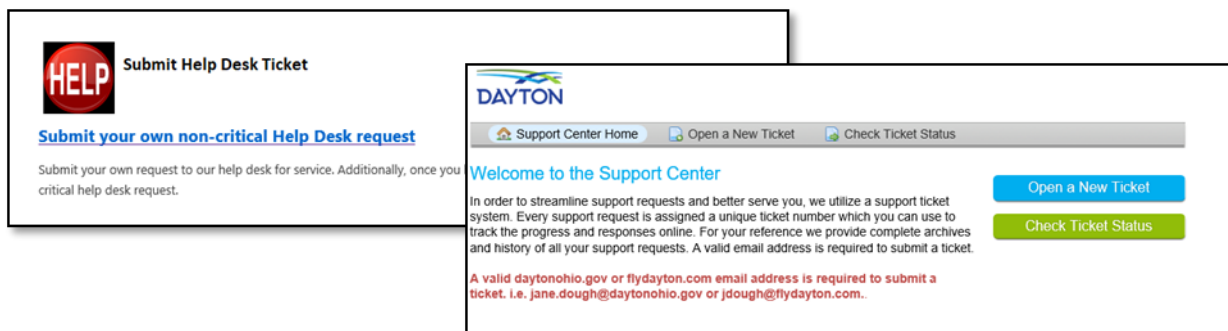
- **2020 Results:** Implemented self-service reset password solution so staff can reset their own passwords without Help Desk intervention.
- **2021 Path to Progress:** Encourage end-user enrollment of self-service password tool.

Password reset link: <https://passwordreset.daytonohio.gov>



Additional Activity: Self-service option for submitting Help Desk tickets

- **2020 Results:** Created Information Technology self-service web page available from the City's Intranet site.
- **2021 Path to Progress:** Citywide rollout of self-service option to submit non-critical Help Desk tickets.



Detail by CSA: Corporate Services and Governance

Budget Summaries

Priority: Optimize Organizational Efficiency through use of Technology

Objective: Expand Wi-Fi connectivity to other City Facilities

Activity: Enhance communications options by replacing Wi-Fi at City Hall

- **2020 Results:** The Wi-Fi vendor has been selected and the project kick-off occurred in October. Projection completion goal is Q1-2021. The project was delayed due to the COVID-19 pandemic.
- **2021 Path to Progress:** The WiFi backbone and WiFi access points throughout the 6 floors in City Hall will be replaced, improving accessibility and security. Additionally, 5 floors at the One Stop building will be completed.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of floors upgraded with new Wi-Fi hardware	0	6	0	0	6 – City Hall 5 – One Stop



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Enhance and expand fiber optic network to two new city locations

Activity: Enhance and expand City-owned fiber optic network to two additional locations that are presently utilizing leased metro Ethernet fiber

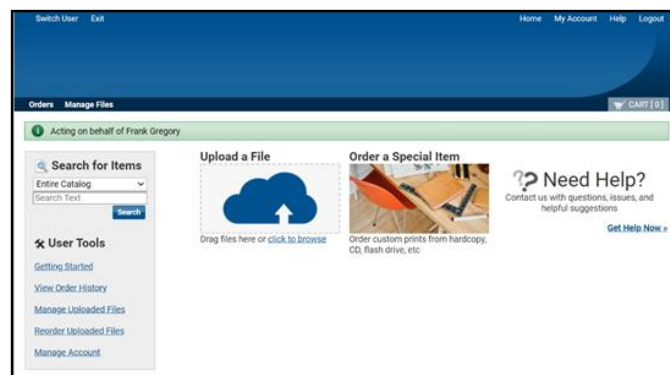
- **2020 Results:** In collaboration with Civil Engineering, IT successfully extended City fiber to the Northwest Recreation Center.
- **2021 Path to Progress:** Expand City fiber to one new location (Kettering Field)

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of new facilities that now have City fiber network lines	0	2	1	1*	1

* Completed in Q4 of 2020.

Additional Activity: Order products/services from Reproduction online

- **2020 Results:** Reproduction implemented WebCRD, a web-based online tool for ordering printed documents and other products/services from the print center.
- **2021 Path to Progress:** The WebCRD tool will be available for City-wide use in the first quarter.



Detail by CSA: Corporate Services and Governance

Budget Summaries

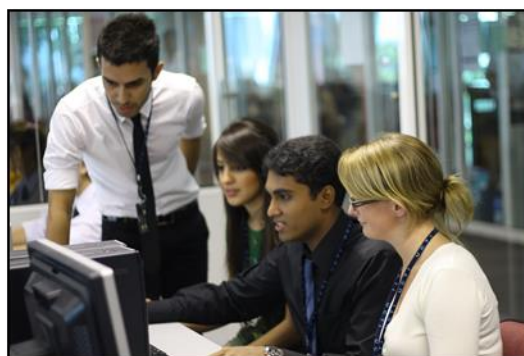
Priority: Support Services and Opportunities for Young People

Objective: Engage local MIS students to further their interest in technology and its use in local governments

Activity: Continue partnerships with UD and SOCHE

- **2020 Results:** Due to COVID-19 social distancing requirements and budget constraints, IT did not have a SOCHE intern.
- **2021 Path to Progress:** IT will continue to serve on UD MIS Advisory Board and host a virtual conference for UD freshman during the Winter/Spring semester to explore careers in technology.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Collaborate with UD to create a capstone project to improve City IT systems and processes	N/A	Hire SOCHE intern	Hired SOCHE intern in Q3	No activity	Continue collaboration via virtual session



Detail by CSA: Corporate Services and Governance

Budget Summaries

Priority: Promote Clear Communication, Transparency and Accountability

Objective: Keep citizens informed about City priorities and initiatives

Activity: Provide vehicles for citizen engagement and interaction through social media, print and web

- **2020 Results:** As of third quarter, the City has increased its social media followers (FB) who identified as living in Dayton by 6%.
- **2021 Path to Progress:** We believe we have obtained critical mass for this goal. Of our 72,000 households, roughly 42,000 have internet access (U.S. Census data) and of these, 34% are followers/fans of our page. Facebook skews towards an older demographic and our page is no exception. We propose the following new objective for 2021.

Objective: Keep young people informed about City priorities and initiatives

Activity: Provide channels for citizen engagement and interaction through Tik Tok and Instagram Reels

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% increase in social media followers	13,715	25%	35%	6%	Determine Tik Tok Baseline



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Regularly communicate City policies, legislation and initiatives to the general public

Activity: Provide and highlight policies, etc. through City publications (media releases, Dayton Extra, a print newsletter mailed 4-6 times yearly, DDN monthly page, etc.)

- **2020 Results:** Secured 45 earned media hits as of quarter three.
- **2021 Path to Progress:** We will continue to push information through our vehicles. In 2020, we focused on pushing/sharing information through our social media channels in lieu of print and traditional releases. Most of our communications were related to the pandemic. We also culled down the number of print publications we sent as a budget solution.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of media hits on City Policies and Legislation	141	60	42	45	60



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Enhance transparency through increased awareness of and accessibility to the City's financial and performance information

Activity: Undertake marketing and education to increase visits to Dayton Open Data and Your Dollars, Your Neighborhood dashboard tool

- **2020 Results:** As of third quarter, there were 2,169 unique site visits to both portals. In 2019, there were 3,337 hits through the end of the year.
- **2021 Path to Progress:** M&B plans to implement enhancements to the Dayton Open Data portal. The goal is to make the portal more user friendly and easier to navigate.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% increase in unique site visits for Dayton Open Data & Your Dollars, Your Neighborhood	3,337	10% increase over 2017 (2017=2,279)	2,752	2,169	10% increase over 2017 (2017=2,279)

Additional Activity: Enhance transparency and increase public engagement through the Dayton Survey

- **2020 Results:** The Dayton Survey was not administered in 2020 due to the governor's stay-at-home order and the uncertainties related to the pandemic.
- **2021 Path to Progress:** Conduct the survey in early 2021 with additional questions regarding the effects of the pandemic on city residents. Implement outreach plan to support the survey. Revise the current performance management system to better align with City Commission priorities.



Detail by CSA: Corporate Services and Governance

Budget Summaries

Priority: COVID-19 Response

Objective: Minimize the impact of COVID-19

Activity: Continuous Policy review and revision

- **2020 Results:** Employee centric policy changes, meeting changing federal, state, and local requirements and guidelines.
- **2021 Path to Progress:** Continue to monitor federal, state, and local requirements and guidelines.

Objective: Minimize the impact of COVID-19

Activity: Promote accurate information about pandemic

- **2020 Results:** Beginning in March, Public Affairs led the effort to keep the public informed regarding changing service delivery options and safety and health guidelines during the pandemic. This included updating and maintaining a listing of services available on daytonohio.gov. Additionally, PA developed posts, contests, and videos to continue to keep our residents engaged with the latest information about the pandemic and promote the importance of mask wearing.
- **2021 Path to Progress:** Continue to deliver COVID-19 related content as needed.



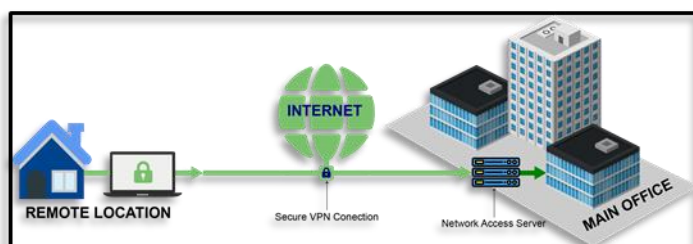
Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Support remote workers

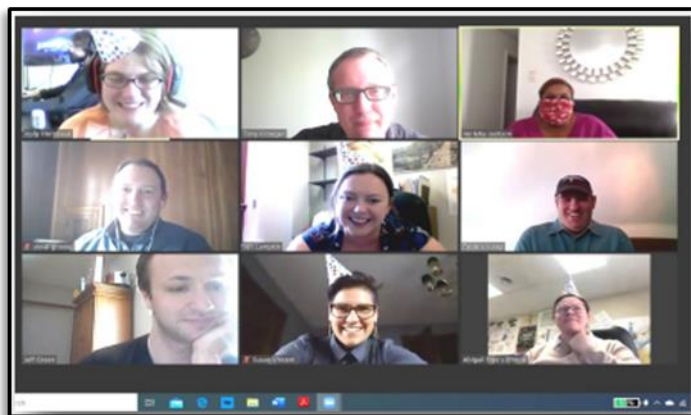
- **2020 Results:** Provided virtual private network (VPN) access to City staff to support business continuity while social distancing.
- **2021 Path to Progress:** Provide technology equipment for remote workers to support business continuity in a secure environment.



Objective: Minimize the impact of COVID-19

Activity: Support video and web conferencing

- **2020 Results:** Provided video and web-conferencing capabilities to support socially distant meetings including City Commission meetings. Deployed Office-365 Citywide which includes the Microsoft Teams app providing a video/web conferencing tool in addition to Zoom.
- **2021 Path to Progress:** Enhance the ability to support video/web conferencing by providing PC webcams and video conferencing equipment for facility conference rooms.



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Adjust staff cleaning protocol

- **2020 Results:** Increased cleaning of high traffic and touch areas with CDC approved products.
- **2021 Path to Progress:** Continue increased cleaning as long as needed.

Objective: Minimize the impact of COVID-19

Activity: Additional employee safety measures

- **2020 Results:** City facilities have had additional safety measures put in place. These measures include protective barriers, touchless faucets, sinks, water fountains, toilets, soap dispensers, paper towel dispensers, hand sanitizer dispensers and touchless temperature kiosk.
- **2021 Path to Progress:** Maintain these items and continue to look for additional ways to increase safety measures.



Touchless Faucet



Temperature Kiosk

Touchless Water Fountain



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Sanitize COVID impacted work areas

- **2020 Results:** Sanitize all work areas that have been impacted by COVID-19.
- **2021 Path to Progress:** Continue fogging and wiping down areas as long as needed.



Objective: Minimize the impact of COVID-19

Activity: CARES Team

- **2020 Results:** Participated in the cross-departmental team to allocate, monitor and manage \$17 million in CARES grant resources in accordance with grant terms and eligibility criteria.
- **2021 Path to Progress:** Finalize grant and ensure accurate reporting and compliance.



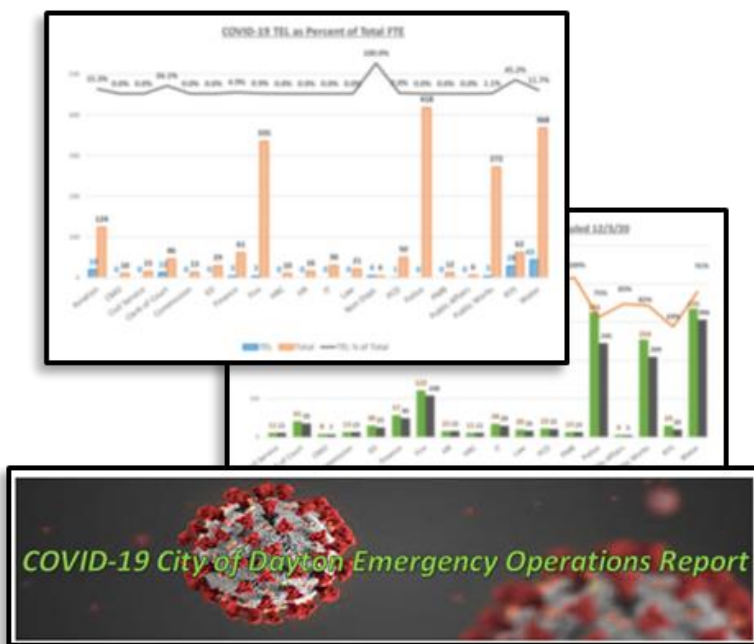
Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: DATA Team

- **2020 Results:** Participated in cross-departmental team with the responsibility of producing the daily staffing report reflecting COVID-19-related absences across the City organization. Tracked temporary emergency leave (TEL) and other leave types and published the Emergency Operations Report (EOR) on a periodic basis.
- **2021 Path to Progress:** Continue participation on the DATA team and preparation of the daily staffing report as well as other identified data needs.



Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Pandemic Procurement

- **2020 Results:** Emergency procurement of vital PPE, sanitization, technology and other goods and services related to the City's COVID-19 Response.
- **2021 Path to Progress:** Continue expedited emergency procurement of vital goods and services in response to the COVID-19 pandemic. Ensure adequate inventory to meet City needs.



Objective: Minimize the impact of COVID-19

Activity: Provide customers with alternative means to maintain compliance with financial obligations

- **2020 Results:** Finance put forth several service enhancements to ensure customers could continue to meet their financial obligations to the City during the pandemic and shutdown.
 - ✓ Launched an online appointment scheduler for tax customers
 - ✓ Created an online referral form for 3rd party agencies to make payments for utility customers
 - ✓ Created an electronic payment authorization form for Vendors
 - ✓ Refocused Meter Reading services while shut-off suspension mandates were in place
- **2021 Path to Progress:** Continue to transition services, policies, processes and forms to facilitate social distancing and safe interaction with the Finance staff to meet financial obligations.

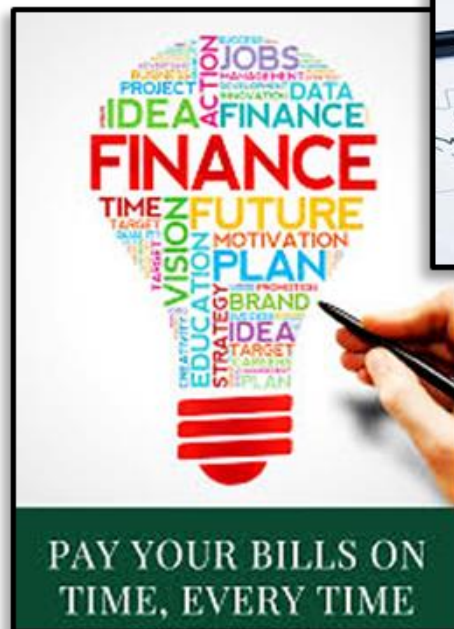
Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Provide customers with alternative means to maintain compliance with financial obligations

- **2020 Results:** Finance staff provided support and assistance to various interdepartmental teams and initiatives to ensure all grant funds, including the CARES grant were managed well:
 - ✓ Provided numerous staff hours to the CMO-led CARES management team, and the departments of Aviation, Police, and Fire
 - ✓ Worked with the Data Team and the Water Department to provide ongoing data analysis on revenue collection and customer behavior trends
- **2021 Path to Progress:** We will continue to provide support and technical assistance to ensure proper expense accounting and grant close-out requirements are met, and that the grants were executed properly in preparation for our 2020 State audit beginning in February.



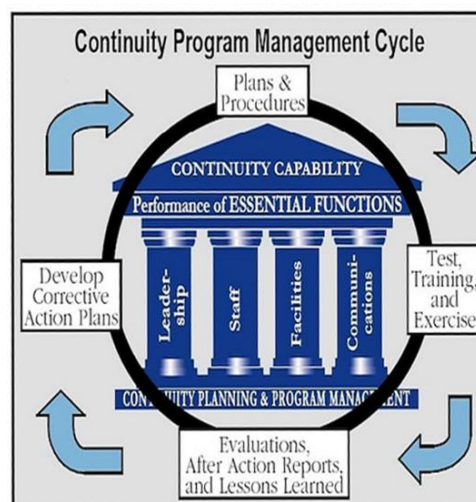
Detail by CSA: Corporate Services and Governance

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Develop and implement Continuity of Operations Plan (COP) to ensure essential fiscal functions are maintained while keeping staff and customers safe

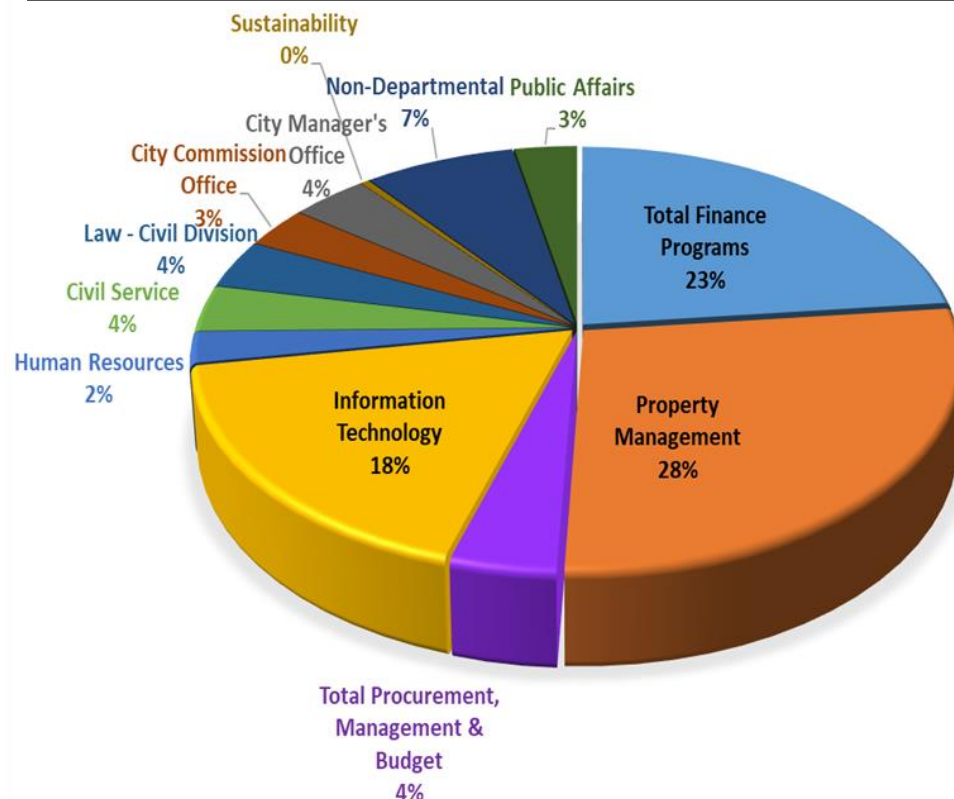
- **2020 Results:** The Finance Leadership Team quickly and effectively developed a COP that led us in implementing several mitigation efforts including, but not limited to:
 - ✓ Determining minimum staffing levels and social distancing strategies while maintaining essential financial services
 - ✓ Contacting all Finance vendors to ensure they had COP plans to protect data and ensure sufficient staffing
 - ✓ Modify processes and procedures to reduce person to person contact
 - ✓ Institute 15 minute sanitizing schedules for each section, daily health check-ins, and an overall sanitizing protocol for various functions
 - ✓ Developed a staffing back-up plan in the event that staff who had access to critical information or systems became incapacitated
 - ✓ Identify services that needed an online or automated solution to ensure we could continue to collect revenue and make timely disbursements
- **2021 Path to Progress:** We will continue to review, update, and operate from our continuity of operations plan to ensure that we provide our services without interruption while keeping staff and customers safe and healthy.



Detail by CSA: Corporate Services and Governance

Budget Summaries

Corporate Services & Governance CSA by Program	2021 Proposed Budget
Finance - Tax & Accounting	3,837,300
Finance Treasury Investments	1,148,100
Water Utility Revenue	4,080,200
Finance Programs	9,065,600
Property Management	10,698,300
Total Property Management	10,698,300
Procurement	610,800
Management & Budget	942,800
Procurement, Management & Budget	1,553,600
Information Technology	6,860,000
Human Resources	940,300
Civil Service	1,399,600
Law - Civil Division	1,470,300
City Commission Office	1,255,400
City Manager's Office	1,472,000
Sustainability	155,000
Non-Departmental	2,898,800
Public Affairs	1,198,000
Total Programs	38,966,900



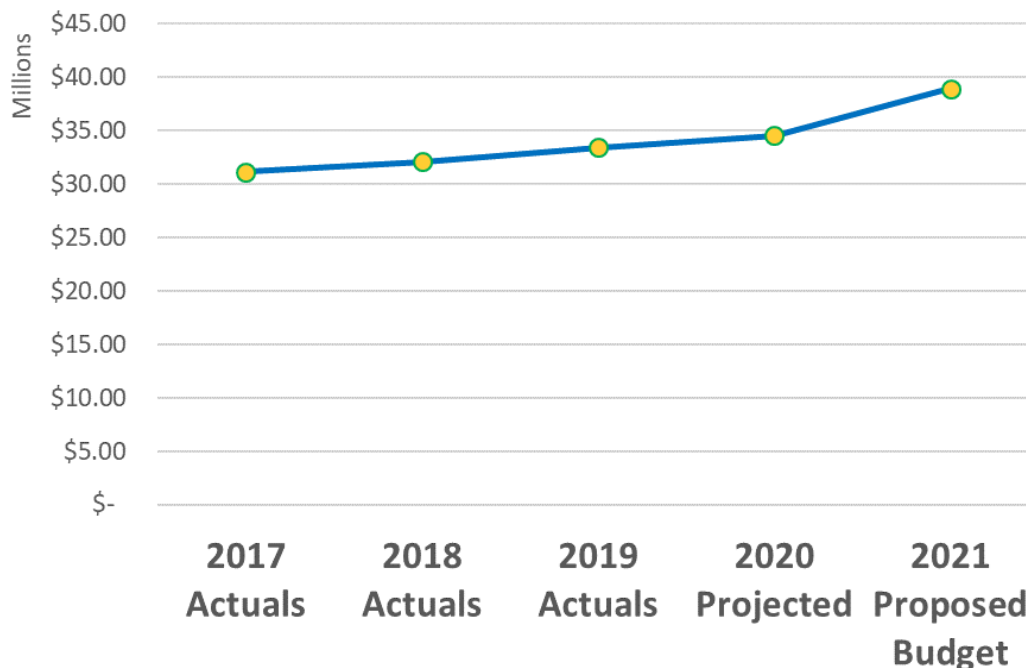
Detail by CSA: Corporate Services and Governance

Budget Summaries

Below, a trend analysis for the Corporate Services & Governance CSA spending from 2017 through 2021's recommend allocation, segmented by program area.

Programs	2017 Actuals	2018 Actuals	2019 Actuals	2020 Projected	2021 Proposed Budget
CDBG	148,123	152,850	173,377	-	-
City Commission Office	1,225,624	1,214,997	1,238,560	1,173,961	1,255,400
City Manager	1,232,631	1,209,931	1,311,601	1,474,648	1,627,000
Civil Service	1,547,120	1,390,859	1,333,932	1,309,375	1,399,600
Finance - Tax and Accounting	3,551,933	3,474,213	3,749,729	4,932,652	3,837,300
Human Resources	991,148	1,045,714	1,022,767	1,039,139	940,300
Information Technology	6,111,598	6,306,348	6,127,114	6,440,294	6,860,000
Law - Civil	1,263,381	1,420,074	1,481,412	1,438,293	1,470,300
Management & Budget	1,148,831	834,046	898,939	896,707	942,800
Non-departmental	2,324,392	2,796,052	3,181,442	3,256,429	2,898,800
Procurement	585,604	566,890	582,485	643,901	610,800
Property Management	6,674,727	6,732,912	7,176,155	7,628,095	10,698,300
Public Affairs	715,822	1,121,825	1,104,679	1,033,443	1,198,000
Treasury Investments	1,034,319	856,128	980,112	893,287	1,148,100
Utility Billing and Call Center	2,602,590	3,009,615	3,107,645	2,378,708	4,080,200
Total	31,157,841	32,132,453	33,469,949	34,538,933	38,966,900

Spending Trend with 2021 Proposed Budget



Detail by CSA: Corporate Services and Governance

Budget Summaries

Procurement, Management & Budget				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,852,000	1,553,600	(298,400)	-16.1%
Total Sources	\$ 1,852,000	\$ 1,553,600	\$ (298,400)	-16.1%
Estimated Uses				
Personnel Costs	1,665,400	1,346,200	(319,200)	-19.2%
Contracts & Materials				
Other Professional Services	125,800	155,800	30,000	23.8%
Travel & Training	23,100	13,900	(9,200)	-39.8%
Supplies & Materials	11,900	11,900	-	0.0%
Internal Reproduction Charges	10,800	10,800	-	0.0%
Others	15,000	15,000	-	0.0%
Total Contracts & Materials	186,600	207,400	20,800	11.1%
Total Uses	\$ 1,852,000	\$ 1,553,600	\$ (298,400)	-16.1%
Sources over Uses				
	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Decrease in Personnel Costs reflects abolished positions (Deputy Director, Internal Auditor and Management Analyst), five CSDs and two Health Insurance holidays
- Other Professional Services is up due to increasing purchase order with the external auditing firm
- The Others category (incl. P-Card expenses, postage) has no change
- 40% decline in Travel & Training is due to COVID-19

Detail by CSA: Corporate Services and Governance

Budget Summaries

Civil Service				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,525,100	1,399,600	(125,500)	-8.2%
Total Sources	\$ 1,525,100	\$ 1,399,600	\$(125,500)	-8.2%
Estimated Uses				
Personnel Costs	1,300,000	1,185,200	(114,800)	-8.8%
Contracts & Materials				
Other Professional Services	148,500	115,100	(33,400)	-22.5%
Computer Maintenance	20,500	40,000	19,500	95.1%
Legal Services & Advertising	18,000	14,000	(4,000)	-22.2%
Travel & Training	10,000	6,300	(3,700)	-37.0%
Others	28,100	24,300	(3,800)	-13.5%
Total Contracts & Materials	225,100	199,700	(25,400)	-11.3%
Transfer to Technology	-	14,700	14,700	N.A.
Total Uses	\$ 1,525,100	\$ 1,399,600	\$(125,500)	-8.2%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- 9% decline in Personnel reflects an abolishment (Civil Service Associate II position), five CSDs and two Health Insurance holidays
- Other Professional Services is down 23%, reflecting the elimination of temporary staff
- Computer Maintenance is up \$20,000 for JobAps hardware contract addition

Detail by CSA: Corporate Services and Governance

Budget Summaries

Public Affairs				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,260,800	1,198,000	(62,800)	-5.0%
Total Sources	\$ 1,260,800	\$ 1,198,000	\$ (62,800)	-5.0%
Estimated Uses				
Personnel Costs	615,200	603,100	(12,100)	-2.0%
Contracts & Materials				
Other Professional Services	428,900	444,800	15,900	3.7%
Marketing/Promotional Ads	125,000	85,000	(40,000)	-32.0%
Miscellaneous	25,000	28,900	3,900	15.6%
Supplies and Materials	50,000	22,000	(28,000)	-56.0%
Others	16,700	14,200	(2,500)	-15.0%
Total Contracts & Materials	645,600	594,900	(50,700)	-7.9%
Total Uses	\$ 1,260,800	\$ 1,198,000	\$ (62,800)	-5.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- 4% increase in Professional Services for CivicPlus (website hosting)
- \$40,000 reduction in Marketing/Promotional Ads reflects decreased newsletter to 3 (vs 4) in 2021
- Decrease in Supplies and Materials reflects elimination of Neighborhood Matters budget

Detail by CSA: Corporate Services and Governance

Budget Summaries

Human Resources				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,164,500	940,300	(224,200)	-19.3%
Total Sources	\$ 1,164,500	\$ 940,300	\$ (224,200)	-19.3%
Estimated Uses				
Personnel Costs	1,045,800	714,300	(331,500)	-31.7%
Contracts & Materials				
Other Professional Services	61,000	160,400	99,400	163.0%
Travel	14,600	20,000	5,400	37.0%
Supplies and Materials	10,000	14,200	4,200	42.0%
Miscellaneous	10,000	14,000	4,000	40.0%
Others	23,100	17,400	(5,700)	-24.7%
Total Contracts & Materials	118,700	226,000	107,300	90.4%
Total Uses	\$ 1,164,500	\$ 940,300	\$ (224,200)	-19.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- 32% reduction in Personnel Costs reflects HR being down 2 positions (Executive Secretary and Senior Analyst), and part of the Director's salary being charged to Internal Service Funds
- Professional Services is up 163% from 2020 for legal costs due to collective bargaining and temporary services
- Travel is slightly up due to the need to make up trainings missed in 2020
- Supplies increase of 42% is due to printing and other costs related to collective bargaining

Detail by CSA: Corporate Services and Governance

Budget Summaries

Law - Civil				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,597,200	1,470,300	(126,900)	-7.9%
Total Sources	\$ 1,597,200	\$ 1,470,300	\$ (126,900)	-7.9%
Estimated Uses				
Personnel Costs	1,234,800	1,207,800	(27,000)	-2.2%
Contracts & Materials				
Legal & Professional Services	294,600	224,600	(70,000)	-23.8%
Travel	34,800	12,300	(22,500)	-64.7%
Supplies and Materials	11,000	9,000	(2,000)	-18.2%
Miscellaneous	15,400	10,000	(5,400)	-35.1%
Others	6,600	6,600	-	0.0%
Total Contracts & Materials	362,400	262,500	(99,900)	-27.6%
Total Uses	\$ 1,597,200	\$ 1,470,300	\$ (126,900)	-7.9%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Legal & Professional Services is down 24%, reflecting more insourcing for legal services
- Civil Law also reduced travel budget by \$22,500

Detail by CSA: Corporate Services and Governance

Budget Summaries

Finance Tax & Accounting				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	4,050,400	3,837,300	(213,100)	-5.3%
Total Sources	\$ 4,050,400	\$ 3,837,300	\$ (213,100)	-5.3%
Estimated Uses				
Personnel Costs	2,936,300	2,774,200	(162,100)	-5.5%
Contracts & Materials				
Auditing Services	78,800	78,500	(300)	-0.4%
Consulting & Other Professional Services	869,800	864,100	(5,700)	-0.7%
Postage & Reproduction	44,500	39,500	(5,000)	-11.2%
Management Contracts	18,000	20,000	2,000	11.1%
Supplies and Materials	37,100	36,500	(600)	-1.6%
Others	33,600	24,500	(9,100)	-27.1%
Total Contracts & Materials	1,081,800	1,063,100	(18,700)	-1.7%
Capital Equipment/Technology	32,300	-	(32,300)	-100.0%
Total Uses	\$ 4,050,400	\$ 3,837,300	\$ (213,100)	-5.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel is down about 6% due to the abolishment of the Financial Tax Analyst I position. In addition to that, the Director position is budgeted at a lower rate

Detail by CSA: Corporate Services and Governance

Budget Summaries

Finance Treasury Investments				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	1,153,300	1,148,100	(5,200)	-0.5%
Total Sources	\$ 1,153,300	\$ 1,148,100	\$ (5,200)	-0.5%
Estimated Uses				
Personnel Costs	220,900	218,700	(2,200)	-1.0%
Contracts & Materials				
Management Contracts	844,200	850,200	6,000	0.7%
Other Professional Services	78,200	68,200	(10,000)	-12.8%
Others	10,000	11,000	1,000	10.0%
Total Contracts & Materials	932,400	929,400	(3,000)	-0.3%
Total Uses	\$ 1,153,300	\$ 1,148,100	\$ (5,200)	-0.5%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- 13% decline in Other Professional Services reflects reduction to PI Tech budget

Detail by CSA: Corporate Services and Governance

Budget Summaries

Water Utility Revenue				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Water Fund	4,235,400	4,080,200	(155,200)	-3.7%
Total Sources	\$ 4,235,400	\$ 4,080,200	\$ (155,200)	-3.7%
Estimated Uses				
Personnel Costs	2,745,500	2,667,400	(78,100)	-2.8%
Contracts & Materials				
Other Professional Services	717,000	679,200	(37,800)	-5.3%
Indirect Cost Allocation	134,100	127,500	(6,600)	-4.9%
Fleet Charges & Gasoline	71,000	75,000	4,000	5.6%
Consulting Services	105,900	264,000	158,100	149.3%
Supplies, Materials & Misc	43,500	48,500	5,000	11.5%
Auditing Services	25,800	30,200	4,400	17.1%
Others	109,200	188,400	79,200	72.5%
Total Contracts & Materials	1,206,500	1,412,800	206,300	17.1%
Capital Equipment/Technology	283,400	-	(283,400)	-100.0%
Total Uses	\$ 4,235,400	\$ 4,080,200	\$ (155,200)	-3.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel is down 3% due to Water Service Representative position being abolished
- Consulting Services are up 149% for comprehensive assessment and cleanup of the data in the water billing system
- The Others category is up 73%, reflecting Computer Software & Supplies budget (\$51,400), as well as increases in Maintenance Agreements and Land and Building Rentals
- 5% decline in Other Professional Services reflects a reduction in temporary services

Detail by CSA: Corporate Services and Governance

Budget Summaries

Property Management				
Estimated Sources	2020 Original	2021 Proposed	\$ Chg.	% Chg.
	Budget	Budget		
General Fund	7,886,800	10,698,300	2,811,500	35.6%
Total Sources	\$ 7,886,800	\$ 10,698,300	\$ 2,811,500	35.6%
Estimated Uses				
Personnel Costs	2,162,400	2,283,200	120,800	5.6%
Contracts & Materials				
Real Estate Taxes	1,618,300	1,620,500	2,200	0.1%
Land & Building Rentals	1,012,000	1,012,000	-	0.0%
Mgmt Contracts & Professional Svcs	239,800	220,000	(19,800)	-8.3%
Plumbing & Facilities Maintenance	600,000	692,000	92,000	15.3%
Supplies and Materials	155,000	265,000	110,000	71.0%
Street Lighting	-	2,427,000	2,427,000	#DIV/0!
Security Services	205,000	205,000	-	0.0%
Others	114,800	209,100	94,300	82.1%
Total Contracts & Materials	3,944,900	6,650,600	2,705,700	68.6%
Utilities				
Gas	306,000	306,000	-	0.0%
Water	182,000	182,000	-	0.0%
Electric	869,500	869,500	-	0.0%
Total Utilities	1,357,500	1,357,500	-	0.0%
Oregon District	422,000	407,000	(15,000)	-3.6%
Total Uses	\$ 7,886,800	\$ 10,698,300	\$ 2,811,500	35.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel increase reflects the addition of two Construction Electricians and a Budget Systems Technician from the Street Light Assessment Fund, offset by abolishments and budget solutions
- 71% increase in Supplies for Street Light Special Assessment (SLSA)
- Formerly budgeted in Civil Engineering, Street Lighting (Acct 1295) budget totals \$2.4 Million
- Largest increase in Others category for Gasoline and Diesel Fuel
- 8% decline in Management Contracts and Professional Services reflects a \$34,000 reduction to Dayton Municipal Garage (ABM) budget, offset by a \$14,000 increase in temporary services

Detail by CSA: Corporate Services and Governance

Budget Summaries

Information Technology				
		2020 Original	2021 Proposed	
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	7,022,100	6,860,000	(162,100)	-2.3%
Total Sources	\$ 7,022,100	\$ 6,860,000	\$ (162,100)	-2.3%
Estimated Uses				
Personnel Costs	3,684,700	3,342,000	(342,700)	-9.3%
Contracts & Materials				
Maintenance Agreements	1,407,100	1,462,000	54,900	3.9%
Other Professional Services	904,200	902,600	(1,600)	-0.2%
Telephone	462,700	467,100	4,400	1.0%
Computer Maintenance	48,000	38,000	(10,000)	-20.8%
Supplies & Materials	39,000	39,000	-	0.0%
Other Equipment Maintenance	32,900	34,900	2,000	6.1%
Training Counseling	26,000	36,300	10,300	39.6%
Others	42,500	36,100	(6,400)	-15.1%
Total Contracts & Materials	2,962,400	3,016,000	53,600	1.8%
Capital Equipment/Technology	375,000	502,000	127,000	33.9%
Total Uses	\$ 7,022,100	\$ 6,860,000	\$ (162,100)	-2.3%
Sources over Uses	\$0	\$0	\$0	N.A.

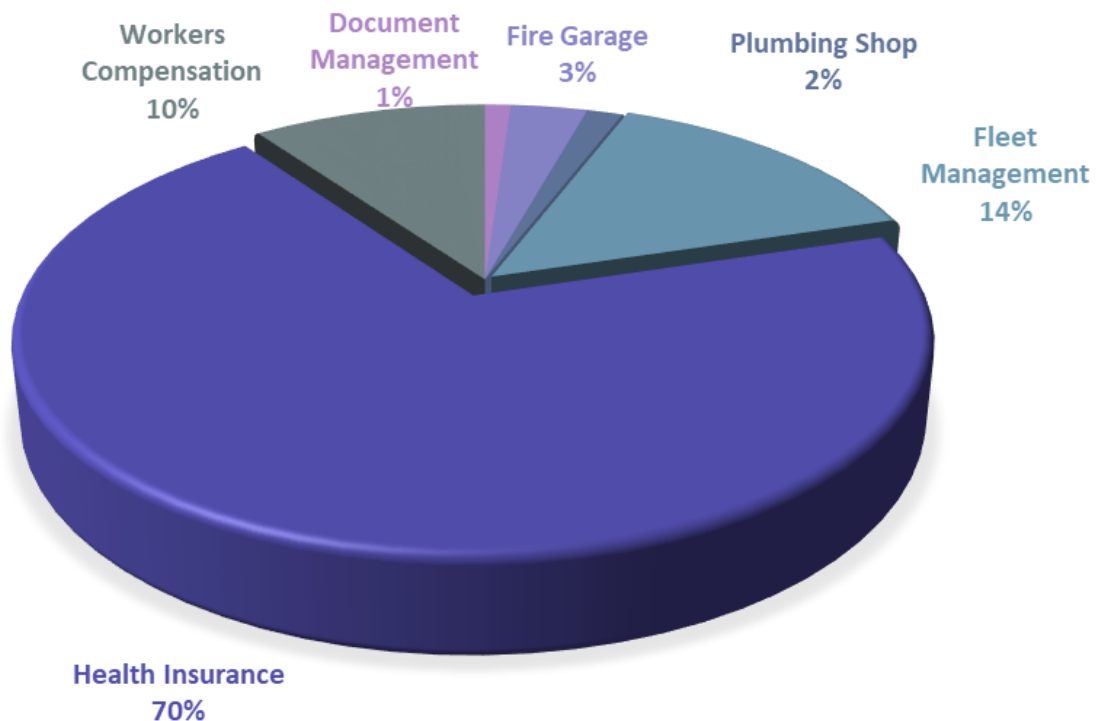
2021 Program Budget Highlights & Special Issues

- Personnel is down 9% due to the abolishment of five positions (Customer Support Specialist, IT Analyst II, Systems Analyst I, Mail Clerk II, and Executive Secretary)
- Maintenance Agreements up 4% for STEP CG IT solutions. New in 2020, maintenance needs to be paid in 2021. In addition to that, Checkpoint cost increase covers the additional demand for VPN.
- Training up slightly for needed continuous learning postponed in 2020
- 2021 Capital award includes budget for network distribution switches/life cycle and balancing network (\$400,000) and data protection system hardware replacement (\$87,000)

Detail by CSA: Corporate Services and Governance

Budget Summaries: Internal Service Funds

Internal Service Funds by Program	
Document Management Services	520,500
Total Information Technology Programs	520,500
Fire Garage	1,559,700
Total Fire Department Programs	1,559,700
Plumbing Shop	725,100
Fleet Management	6,891,000
Total Public Works Programs	7,616,100
Health Insurance Fund	33,325,600
Workers Compensation Fund	4,741,600
Total Human Resources Programs	38,067,200
Total Internal Service Funds	47,763,500



Detail by CSA: Corporate Services and Governance

Budget Summaries: Internal Service Funds

Document Management Services				
Estimated Sources	Projected 2020 Actuals	2021 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	406,052	259,440	(146,612)	-36.1%
Projected Revenue	477,644	520,500	42,856	9.0%
Total Sources and Cash Balance	883,696	779,940	(103,756)	-11.7%
Estimated Uses				
Personnel Costs	152,796	82,200	(70,596)	-46.2%
Contracts & Materials				
Tools and Equipment	407,451	385,200	(22,251)	-5.5%
External Vendors	31,417	23,000	(8,417)	-26.8%
Supplies & Inventory	32,592	30,100	(2,492)	-7.6%
Total Contracts & Materials	471,461	438,300	(33,161)	-7.0%
Total Uses	\$624,256	\$520,500	-\$103,756	-16.6%
Sources over Uses	\$259,440	\$259,440	\$0	0.0%
Estimated Ending Cash	\$259,440	\$259,440	\$0	0.0%

2021 Program Budget Highlights & Special Issues

- 2020 Projected Revenue is lower than projected expenses, due to lower utilization of printing in the office and printing services, attributed to COVID-19.
- 2020 Tools & Equipment expenses include one additional payment to Konica Minolta for equipment rentals from 2019. This is reduced to 12 months of billing in 2021.
- Personnel is reduced by 1 FTE in 2021, due to retirement through the VSP. Five CSDs and two Health Insurance Holidays are also assumed.
- Supplies, Inventory and External Vendor use are all reduced in 2021, as a budget solution.

Detail by CSA: Corporate Services and Governance

Budget Summaries: Internal Service Funds

Fire Garage				
	Projected 2020	2021 Proposed		
Estimated Sources	Actuals	Budget	\$ Chg.	% Chg.
Beginning Cash Balance	50,424	115,588	65,164	129.2%
Projected Revenue	1,355,562	1,578,400	222,838	16.4%
Total Sources and Cash Balance	1,405,985	1,693,988	288,003	20.5%
Estimated Uses				
Personnel Costs	707,098	1,004,700	297,602	42.1%
Contracts & Materials				
Supplies & Miscellaneous	354,828	367,500	12,672	3.6%
Other Maintenance	163,697	120,000	(43,697)	-26.7%
Utilities	24,661	22,500	(2,161)	-8.8%
Insurance	18,000	22,000	4,000	22.2%
Other Professional Services	19,114	15,000	(4,114)	-21.5%
All Others	3,000	8,000	5,000	166.7%
Total Contracts & Materials	583,299	555,000	(28,299)	-4.9%
Total Uses	\$1,290,397	\$1,559,700	\$269,303	20.9%
Sources over Uses	\$115,588	\$134,288	\$18,700	16.2%

2021 Program Budget Highlights & Special Issues

- Projected 2020 Revenue is \$1,355,562, with year-end cash balance projected to be \$115,588. Despite COVID-19, the Fire Garage's revenues have performed well and cash balance has grown in 2020.
- After the last debt service payment in 2019, the Fire Garage is better positioned in 2020. All other direct expenses are in line with prior years' trends.
- 2021 Budget includes reorganizing the Radio Repair shop under the Fire Garage umbrella, assuming 2 FTEs. Personnel also includes administrative charges for the Support Service Captain overseeing the Garage.
- 2021 Personnel also includes administrative charges for the Support Service Captain overseeing the Garage.
- Supplies & Materials reduced and Other Maintenance Agreements reduced as budget solutions.

Detail by CSA: Corporate Services and Governance

Budget Summaries: Internal Service Funds

Plumbing Shop				
	Projected 2020	2021 Proposed		
Estimated Sources	Actuals	Budget	\$ Chg.	% Chg.
Beginning Cash Balance	331,923	207,873	(124,050)	-37.4%
Projected Revenue	577,692	725,100	147,408	25.5%
Total Sources and Cash Balance	909,615	932,973	23,358	2.6%
Estimated Uses				
Personnel Costs	495,464	502,100	6,636	1.3%
Contracts & Materials				
Supplies & Materials	154,884	150,000	(4,884)	-3.2%
Fleet & Fuel	20,694	28,000	7,306	35.3%
Total Contracts & Materials	175,578	178,000	2,422	1.4%
Capital Equipment/Technology	30,700	45,000	(30,700)	-100.0%
Total Uses	\$701,742	\$725,100	\$9,058	3.3%
Sources over Uses	\$207,873	\$207,873	\$0	0.0%
Estimated Ending Cash	\$207,873	\$207,873	\$0	0.0%

2021 Program Budget Highlights & Special Issues

- 2020 Projected Revenues will end lower than budgeted, due to lost productivity during the Stay-At-Home Order, and the cancellation of planned capital projects due to COVID-19.
- Final 2020 Revenues projection is \$577,692, with year-end cash balance projected at \$207,873.
- 2020 included a truck replacement, after a vehicle went out of service.
- 2021 Personnel is up slightly compared to prior year, with the assumption of a portion of the Facilities Supervisor's salary, a budget solution to the General Fund.
- 2021 Personnel increase is offset by five CSDs and two Health Insurance Holidays assumed for all staff.
- In 2021, the Plumbing Shop will invest in a long-deferred van replacement.

Detail by CSA: Corporate Services and Governance

Budget Summaries: Internal Service Funds

Fleet Management				
Estimated Sources	Projected 2020 Actuals	2021 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	1,632,198	1,037,199	(594,999)	-36.5%
Projected Revenue	7,100,044	6,891,000	(209,044)	-2.9%
Total Sources and Cash Balance	8,732,242	7,928,199	(804,043)	-9.2%
Estimated Uses				
Personnel Costs	2,777,854	2,673,700	(104,154)	-3.7%
Contracts & Materials				
Inventory	1,762,775	1,800,000	37,225	2.1%
Gasoline & Diesel	1,951,276	1,600,000	(351,276)	-18.0%
Other Equipment Maintenance	945,078	633,500	(311,578)	-33.0%
Supplies & Miscellaneous	81,134	65,000	(16,134)	-19.9%
Facility Maintenance & Custodial	51,964	110,000	58,036	111.7%
All Others	4,262	8,800	4,538	106.5%
Total Contracts & Materials	4,796,489	4,217,300	(579,189)	-12.1%
Capital Equipment/Technology	0	0	0	N.A.
Capital Infrastructure	120,700	0	(120,700)	-100.0%
Total Uses	\$ 7,695,043	\$ 6,891,000	\$ (804,043)	-10.4%
Sources over Uses	\$1,037,199	\$1,037,199	\$0	0.0%
Estimated Ending Cash	\$1,037,199	\$1,037,199	\$0	0.0%

2021 Program Budget Highlights & Special Issues

- Projected 2020 Revenue is \$7,100,044, with predicted year-end cash balance of \$1,037,199. Revenues declined 14% due to COVID-19, or nearly \$1.2M, compared to 2019. In 2019, the Division received \$8.3M in revenues, an all-time high.
- 2021 Revenues are not expected to recover, due to the on-going pandemic and the necessity of General Fund budget cuts. In 2020, Direct Expenses were cut by 7%. In 2021, Direct Expenses will be cut by an aggressive 10.4% on top of 2020's cuts.
- 2020 personnel is projected to end the year nearly \$300,000 lower than 2019, in part because vacant positions were abolished and long term employees retired through the VSP. In 2021, Fleet Management intends to fill 3 Heavy Mechanic positions to ensure sufficient labor to undertake the City's equipment repairs. 1 FTE will be kept vacant, plus five CSDs and two Health Insurance Holidays to contain costs.
- In 2021, Supplies & Materials reduced 19.9% to contain costs, keeping expenses in line with projected revenues.
- 2020 expenses included infrastructure upgrades to the City's gasoline and diesel stations. Further upgrades will be deferred until there is an economic recovery.

Detail by CSA: Corporate Services and Governance

Budget Summaries: Internal Service Funds

Health Insurance Fund				
Estimated Sources	Projected 2020 Actuals	2021 Proposed Budget	\$ Chg.	% Chg.
Beginning Cash Balance	10,408,639	16,525,833	6,117,194	58.8%
Projected Revenue	28,039,979	22,550,000	(5,489,979)	-19.6%
Total Sources and Cash Balance	38,448,618	39,075,833	627,215	1.6%
Estimated Uses				
Personnel Costs	211,221	270,000	58,779	27.8%
Contracts & Materials				
Medical Claims*	21,108,501	26,972,600	5,864,099	27.8%
D.O.C. Clinic Costs	1,172,717	1,155,000	(17,717)	-1.5%
Stop Loss*	(357,080)	3,142,500	3,499,580	-980.1%
Administration Fees	1,170,006	1,385,500	215,494	18.4%
Wellness Payments	126,017	225,000	98,983	78.5%
All Other Expenses	117,178	175,000	57,822	49.3%
Total Contracts & Materials	23,337,339	33,055,600	9,718,261	41.6%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$23,548,559	\$33,325,600	\$9,777,041	41.5%
Sources over Uses	\$14,900,059	\$5,750,233	-\$9,149,826	-61.4%
Estimated Ending Cash	\$14,900,059	\$5,750,233	-\$9,149,826	-61.4%
*Medical Claims were offset by a \$600,000 Drug Claim credit, and are reported net of applied credits.				
**Stop Loss Premium payments are reported net of applied credits. Stop Loss Payments are projected to be \$2,445,163 for 2020, with Stop Loss Credits at \$2,802,243.				

2021 Program Budget

Highlights & Special Issues

- 2020 Revenues are projected to be \$28,039,979. Due to a combination of strong revenues after a transfer rate increase of 3.75% in 2020, expenses coming in substantially under budget, and Stop Loss credits exceeding Stop Loss Insurance costs, the fund is projected to end the year with \$14,900,059 in cash balance.
- 2020 projected personnel is lower due to retirement, and filling position at a lower rate. 2021 personnel also includes 20% of the HR Director, for a total of 2.25 FTEs.
- Budget has been increased for Medical Claims for 2021, based on projected need. Stop Loss Claim Insurance budget is established up front, and then when credits occur, reduces the expensed amount throughout the year.
- 2021 budget includes the solution of instituting two Health Insurance Holidays, which will suspend the employer and the employee contribution for two months in 2021. This solution saves the General Fund \$2.6M, and will also save employees two months of premium deductions from their paychecks.

Detail by CSA: Corporate Services and Governance

Budget Summaries: Internal Service Funds

Workers Compensation Fund				
	Projected 2020	2021 Proposed		
Estimated Sources	Actuals	Budget	\$ Chg.	% Chg.
Beginning Cash Balance	15,393,251	16,508,355	1,115,104	7.2%
Projected Revenue	4,576,995	4,228,600	(348,395)	-7.6%
Transfer In	1,420,000	1,460,000	(1,420,000)	-100.0%
Total Sources and Cash Balance	21,390,246	22,196,955	806,709	3.8%
Estimated Uses				
Personnel Costs	564,400	618,000	53,600	9.5%
Contracts & Materials				
BWC Claims Payments	3,045,100	2,948,100	(97,000)	-3.2%
Other Professional Services	1,049,745	865,000	(184,745)	-17.6%
Consulting & Counseling	112,113	142,000	29,887	26.7%
Supplies & Miscellaneous	93,533	138,500	44,967	48.1%
All Others	17,000	30,000	13,000	76.5%
Total Contracts & Materials	4,317,491	4,123,600	(193,891)	-4.5%
Total Uses	\$4,881,891	\$4,741,600	-\$140,291	-2.9%
Sources over Uses	\$16,508,355	\$17,455,355	\$947,000	5.7%
Estimated Ending Cash	\$16,508,355	\$17,455,355	\$947,000	5.7%

2021 Program Budget

Highlights & Special Issues

- Lower annual transfer rate revenues in 2020 were offset by loan repayments and a Transfer In, both toward a loan receivable in the BWC Fund.
- In 2021, the transfer rate will be reduced to 2.6%, necessary to implement a planned draw down of cash balance.
- In Personnel, a Benefit Associate was moved to the BWC fund, as well as an increase in administrative charges for HR Director and HR Deputy Director.
- This increase was offset by five CSDS and two Health Insurance Holidays for all staff supported by the fund.
- Due to the City's outstanding credit rated status, Dayton's payments to Ohio BWC have been reduced 3% or nearly \$100,000.
- Other Professional Services were reduced after the conclusion of the ADA Transition Plan, offset by an increase for Healthstat to perform work readiness physicals.
- These decreases are offset by an increase in consulting services with SAMBA and an increase in Supplies to support the expansion of the Safety Shoe Program.

Detail by CSA: Justice

Budget Summaries

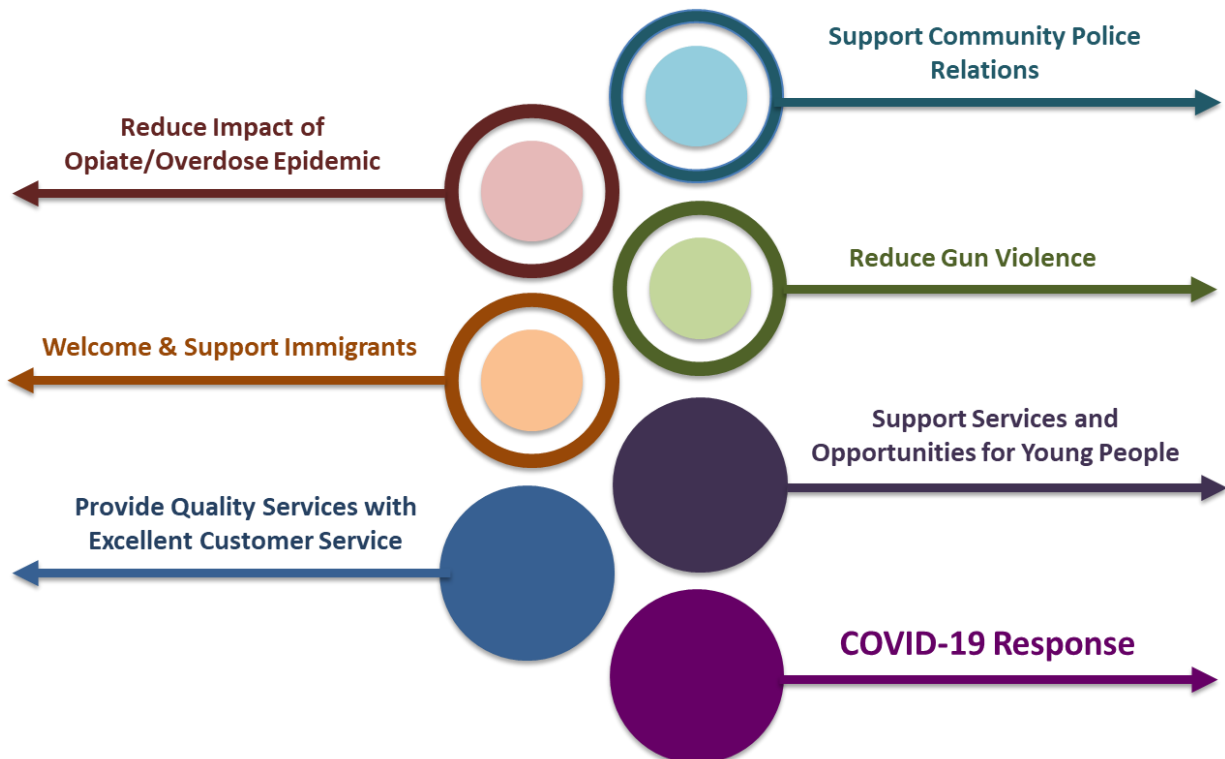
The Policy Objective of the Justice Community Service area is to ensure a just and secure city where individuals, families and organizations can live, work and thrive. The Community Service area is made up of nine program areas spread across six departments.

The Justice Program areas with 2020 original budget and 2021 recommended allocations are listed below:

Program	2020 Original Budget	# FTEs	2021			
			Proposed Budget	\$ Chg.	% Chg.	# FTEs
Patrol Operations	25,576,800	280	25,220,100	(356,700)	-1.4%	273
Police Investigations & Administration	29,091,100	148	28,969,900	(121,200)	-0.4%	153
Law Enforcement Funds	420,800	0	225,900	(194,900)	-46.3%	0
COPS Grant	625,000	15	-	(625,000)	-100.0%	0
Subtotal Police	55,713,700	443	54,415,900	(1,297,800)	-2.3%	426
Municipal Court	4,909,600	57	4,672,900	(236,700)	-4.8%	55
Clerk of Courts	3,891,900	45	3,740,300	(151,600)	-3.9%	43
Subtotal Courts	8,801,500	102	8,413,200	(388,300)	-4.4%	98
Human Relations Council	225,900	2	107,100	(118,800)	-52.6%	1
Mediation Center	594,500	4	566,600	(27,900)	-4.7%	4
Law - Prosecutor's Office	1,306,400	12	1,151,600	(154,800)	-11.8%	11
Grand Total Justice CSA	66,642,000	563	64,654,400	(1,987,600)	-3.0%	540

Note: Police Investigations & Admin includes the Public Safety Photo Enforcement Program

These program areas are arrayed in pursuit of the following priorities:



Detail by CSA: Justice

Budget Summaries

The following pages will detail 2020 outcomes by priority, as well as the 2021 “Path to Progress” for improved outcomes.

Priority: Support Police-Community Relations

Objective: Increase community engagement in public safety process

Activity: Targeted education and outreach, organizing (Listening Tours, Block Parties) and neighborhood safety planning process

- **2020 Results:** Planned listening tours, block parties, and other community activities were severely impacted by COVID-19. The health pandemic resulted in mandated closures and cancellations of in-person meetings by the City of Dayton, thus impacting outreach events for 2020. Additionally, the Dayton Survey not administered in 2020.
- **2021 Path to Progress:** Due to current staffing vacancies, ongoing activities to be determined by 5-point police reform recommendations.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of individuals who believe DPD enforce laws consistently regardless of race or ethnicity	35%	>50%	35%	Dayton Survey was not administered	>50%
% of individuals rating DPD officers as disrespectful or very disrespectful	13%	<15%	13%	Dayton Survey was not administered	<15%

Detail by CSA: Justice

Budget Summaries

Additional Activity: Develop a violence reduction pilot program that recognizes violence as a critical and preventable public health problem

- **2020 Results:** Completed the Greater Dayton Safety Planning Commission proposal and began to garner community support, funding and commitment. To continue the work, the Dayton Human Relations Council (HRC) and Dayton Police Department (DPD) were awarded a \$100,000 Community Oriented Policing Micro Grant to develop strategies for reducing violent gun crime. This grant will continue the work that allows the HRC to develop a violence reduction pilot that recognizes violence as a critical and preventable public health problem.
- **2021 Path to Progress:** Identify target neighborhoods in conjunction with DPD that are disproportionately impacted, examine data on various forms of violence in targeted neighborhoods (to include patterns by age, race, gender, and geography); identify significant risk and other protective factors; and replicate neighborhood safety planning process.

Objective: Address minor citizen disputes and enhance Police / Community interactions

Activity: Use Dayton Mediation Center in applicable conflict situations

- **2020 Results:** In total, as of third quarter, 233 disputes referrals were made to Dayton Mediation Center.
- **2021 Path to Progress:** Encourage officers to make mediation referrals in roll call training. Continue to submit certain calls for service to the mediation center automatically for review and follow-up. Initiate a new program for the mediation center to aid in citizen relations, after complaint resolution.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of officer referrals made on a quarterly basis	378	30/ quarter 120/ year	289	233	120

Detail by CSA: Justice

Budget Summaries

Additional Activity: Participate in the Police Reform working groups

- **2020 Results:** Representatives from the Police Department are actively participating in the five Police Reform working groups to provide requested information including, but not limited to data, policies, and videos.
- **2021 Path to Progress:** Implement Commission approved recommendations from the working groups to increase trust and mutual respect.



Detail by CSA: Justice

Budget Summaries

Additional Activity: Hold bi-annual Citizen's Academy training

- **2020 Results:** Successfully held Citizen's Academy in fall of 2020. Due to COVID-19, spring session was cancelled. For the fall session, the academy implemented numerous modifications, some of which are listed below to ensure safety of the citizens and officers.
 - Decreased number of participants by 50%
 - Staggered seating
 - Increased cleaning before and after class in compliance with CDC guidelines
 - Distributed electronically training materials
 - Postponed ride along to a later date
- **2021 Path to Progress:** Continue to hold bi-annual Citizens Police Academy to promote safety in our community and to increase police-community relations.



Detail by CSA: Justice

Budget Summaries

Priority: Reduce Gun Violence

Objective: Aggressively prosecute all misdemeanor gun charges

Activity: Maintain conviction rate for gun charges

- **2020 Results:** 92% Conviction Rate – A total of 14 gun related cases were charged. Of the 14, 13 pled to a criminal offense resulting in the request that the gun be forfeited and destroyed.
- **2021 Path to Progress:** 90% Conviction Rate. Continue to aggressively prosecute gun offenders.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Conviction rate	75%*	90%	75%*	92%	90%

*No gun charges were prosecuted in 2019 Q4.



Detail by CSA: Justice

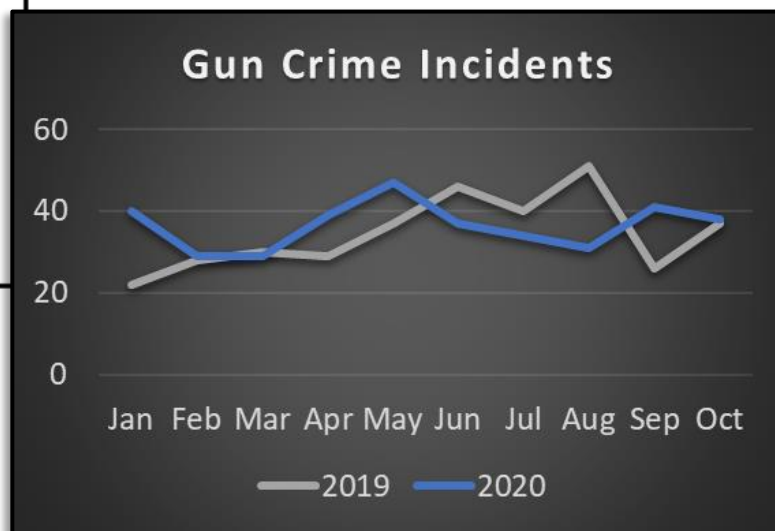
Budget Summaries

Objective: Decrease gun crime citywide

Activity: Reduce the number of reported Part 1 gun crime incidents

- **2020 Results:** DPD reported a 6% increase in Pt. 1 gun crime.
- **2021 Path to Progress:** Expanding crime analysis to clear more gun crimes. Established the Crime Analysis Unit in 2020. ATF will provide National Integrated Ballistic Information Network (NIBIN) machine, which will allow us to streamline ballistic analysis and enable DPD to make this technology available for neighboring jurisdictions. Additional grant funding will allow us to purchase crime analysis software to better identify gun crime patterns.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% Reduction of Part I gun crime incidents	+10%	-10%	-3%	+6%	-10%



Detail by CSA: Justice

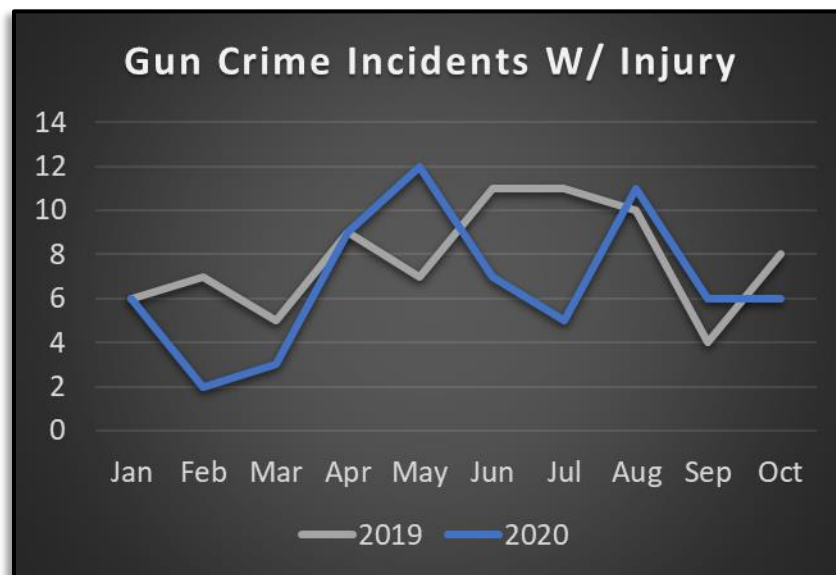
Budget Summaries

Objective: Decrease gun crime citywide

Activity: Reduce the number of reported Part 1 gun crime incidents with injury

- **2020 Results:** Through the third quarter, DPD reported a 13% decrease in Pt. 1 gun crime with injury.
- **2021 Path to Progress:** Reduce gun crime incidents with injury by 10%.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% Reduction of Part I gun crime incidents with injury	+3%	-10%	+4%	-13%	-10%



Detail by CSA: Justice

Budget Summaries

Priority: Welcome and Support Immigrants

Objective: Increase individuals participating in naturalization clinics

Activity: Host naturalization clinics in conjunction with ABLE (Advocates for Basic Legal Equality) and LAWO (Legal Aid of Western Ohio)

- **2020 Results:** Responding to shifting federal priorities and ongoing executive actions affecting immigrant and refugee communities, Welcome Dayton and its community partner, Advocates for Basic Legal Equality, provided a series of 27 free immigration clinics consultations (including Citizenship Clinics, Immigration Advice Clinics, and Green Card Clinics) for nearly 135 community members.
- **2021 Path to Progress:** 2021 budget currently does not support ability to contract with ABLE for continued immigration and naturalization clinics.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of individuals participating in naturalization clinics	55	60	55	55	60



Do you need to speak with an immigration attorney about your immigration status?

Welcome Dayton and ABLE are hosting a FREE Immigration Relief Consulting

Must schedule an appointment.
To schedule call: (419) 930-2555 dial extension 2555

Please prepare the following:

- Any immigration documents (from court, USCIS, ICE)
- Any criminal convictions or any court/police/probation documents
- Any other documents relevant to case

Answering questions about immigration issues only

For questions call: (937) 333-1406 or (937) 333-1404

Detail by CSA: Justice

Budget Summaries

Additional Activity: Identify key partners and strategic priorities to ensure long-term sustainability of Welcome Dayton

- **2020 Results:** Welcome Dayton was awarded funding through Welcoming America to build a long-term sustainability plan. Elements include opportunities to expand participation to other jurisdictions within the Greater Dayton area and use data and shared knowledge to revisit goals, processes, and plans. We will assess the extent to which this process is inclusive of key governmental, educational, economic and social organizations and of U.S. - and foreign-born individuals in each jurisdiction.
- **2021 Path to Progress:** Welcome Dayton, in partnership with Welcoming America, will collect statistics on the nativity of participants, and administer a customized Relational Coordination survey to measure participant perceptions of process (mutual respect, shared goals, shared knowledge, and communication) and develop a comprehensive evaluation and strategic plan for long-term success.



Detail by CSA: Justice

Budget Summaries

Objective: Increase the number of times language services are accessed within City Departments

Activity: Provide language access services; conduct training with City Departments

- **2020 Results:** Departments requested language access 209 times through the first three quarters of 2020. Translation services were requested for the Census2020 project, updating city information on the website into multiple languages regarding COVID-19 updates, and for translating into multiple languages website information on the Rental Assistance Project.
- **2021 Path to Progress:** Continue to provide language access services as well as training to City departments to help understand language access policy.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of times language access is used	330	324	315	209	324



Detail by CSA: Justice

Budget Summaries

Objective: Have a meaningful impact on refugees through outreach programs

Activity: Attend refugee outreach programs such as CSS orientations, ESOL, etc.

- **2020 Results:** Due to the COVID-19 Pandemic, public appearances were shut down early in the year, leading to zero documented refugee contacts.
- **2021 Path to Progress:** Attend outreach programs to have a positive impact on refugees.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of refugees contacted	651	200	416	0	200



Detail by CSA: Justice

Budget Summaries

Priority: Reduce Impact of Drug Epidemic

Objective: Get drug dependent individuals into treatment subsequent to conviction

Activity: Maintain conviction rate for Drug Abuse Instruments

- **2020 Results:** 88% conviction rate. A total of 72 drug abuse instrument cases were filed. Of the 72 cases, 64 of them pled to an offense which enabled the prosecutor to request that a drug assessment be completed, and if a problem was deemed to exist the offender was to follow up with the appropriate counseling.
- **2021 Path to Progress:** 90% conviction rate. Aggressively prosecute all drug abuse instrument cases in order to procure a conviction. Once a conviction has been obtained, prosecutors will request that a drug assessment be completed with follow-up counseling as recommended.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Conviction rate	93%	90%	93%	88%	90%



Detail by CSA: Justice

Budget Summaries

Objective: Reduce Impact of drug overdose

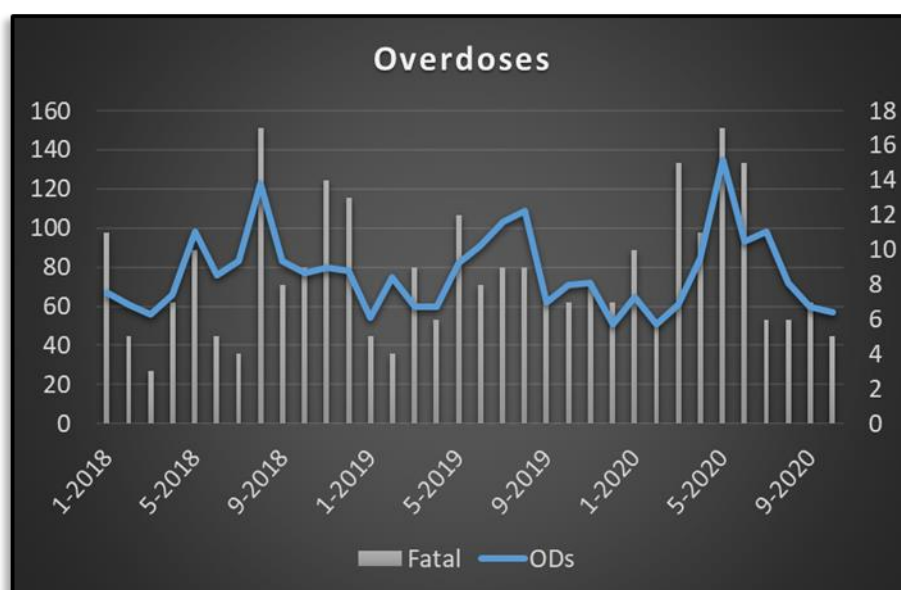
Activity: Create strategic partnerships

- **2020 Results:** 3% increase in drug overdose.
- **2021 Path to Progress:** Continue to utilize strategic community partnerships to connect more addicts with treatment. Additional grant funding, which was awarded in 2020, will allow us to further reduce impact of drug overdose in the community.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of reduction in overdoses	-6%	-10%	-2%	3%	-10%

Additional Activity: Follow up on overdoses to help victims receive treatment

- **2020 Results:** 236 in-person follow-ups attempted with 100 individuals connected to treatment.
- **2021 Path to Progress:** Continue to have an officer assigned to help and follow up with overdose victims.



Detail by CSA: Justice

Budget Summaries

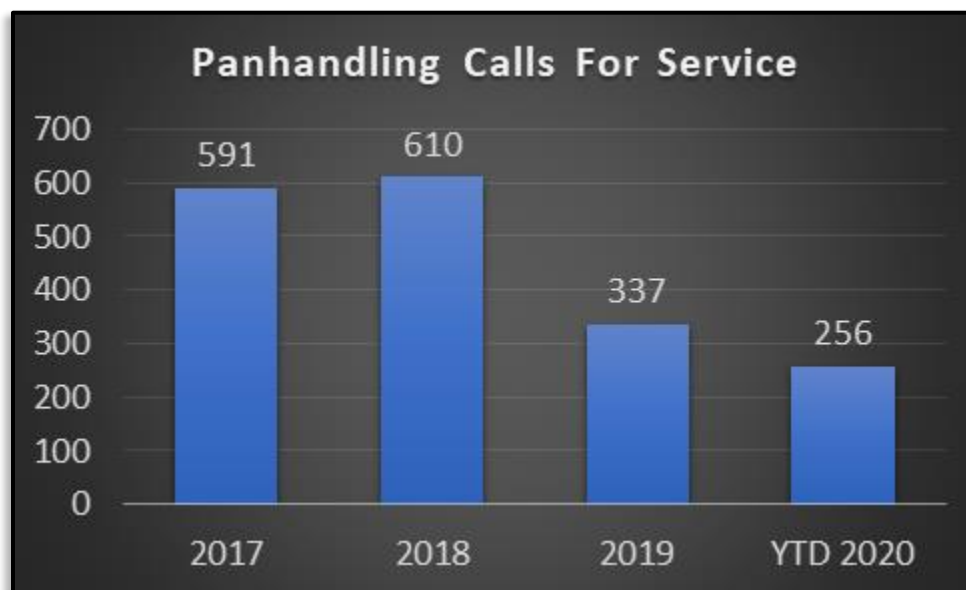
Priority: Provide Quality Services with Excellent Customer Service

Objective: Aggressively prosecute all entering or standing upon specified highway restricted

Activity: Maintain conviction rate for pedestrian safety charges

- **2020 Results:** 100% conviction rate. There were no cases adjudicated during this quarter.
- **2021 Path to Progress:** Aggressively prosecute and procure convictions in all pedestrian safety cases. If multiple offenses have been charged, the prosecutor where possible, should obtain a conviction for the pedestrian safety offense in addition to any other offenses.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Conviction rate	90%	90%	100%	100%	90%



Detail by CSA: Justice

Budget Summaries

Objective: Aggressively prosecute all distribution charges

Activity: Maintain conviction rate for distribution charges

- **2020 Results:** 100% conviction rate – One case was charged under the Distribution statute and the offender pled to a criminal offense.
- **2021 Path to Progress:** 90% conviction rate. Continue to aggressively prosecute these offenses.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Conviction rate	87%	90%	86%	100%	90%



Detail by CSA: Justice

Budget Summaries

Objective: Engage citizens in the Mediation Center and its services

Activity: Actively market mediation and receive referrals

- **2020 Results:** Referrals to Mediation Center have increased this year because more people are experiencing conflict due to the pandemic, especially with visitation, landlord-tenant, and neighbor issues. Civil court matters were delayed during the pandemic, so more people contacted us to try to address their issues quicker. Dayton Mediation Center was able to offer remote mediation services quickly and free of charge to meet the demand. From October through early December, Mediation has received almost 500 additional referrals.
- **2021 Path to Progress:** Establish new goal of 2,200 referrals. To accomplish this goal, we will market mediation services to the community and partners; Mediation staff will also attend community outreach events.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of Referrals Received	2,273	2,000	1,744	2,094	2,200



Detail by CSA: Justice

Budget Summaries

Objective: Engage citizens in the Mediation Center and its services

Activity: Increase the number of citizens participating in mediation

- **2020 Results:** Staff and volunteers quickly adapted to serve clients virtually. Volunteers were given additional training on Zoom mediation and began serving our clients. Mediation continues to be a vital service throughout the pandemic since many traditional conflict resolution processes have been postponed or significantly delayed. We were able to serve clients quickly as they awaited other court processes.
- **2021 Path to Progress:** We will continue to provide excellent conflict intervention services to our community with highly-trained, professional volunteer mediators and staff.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of citizens participated	830	2,000	580	1,600	2,000



Detail by CSA: Justice

Budget Summaries

Objective: Complete minimum number of Housing discrimination complaints for 2nd tier HUD administrative funds

Activity: Completion of complaint investigations

- **2020 Results:** Successfully closed 18 cases through November 9.
- **2021 Path to Progress:** Increase education and outreach activities to vulnerable communities to increase visibility and cases closed/mediated. In fiscal year 2019-2020, the HRC almost doubled the number of cases complaints successfully processed – securing just under \$150,000 in damages and civil penalties. In partnership with Welcome Dayton, participate in training with outward facing City Departments to ensure inclusion of our diverse residents. HRC was recommended and approved to renew its certification as a participant in the Fair Housing Assistance Program (FHAP) based on performance assessments and other monitoring conducted by the Department's Fair Housing and Equal Opportunity (FHEO) Region V Office during the prior period of certification, as well as DHRC's certification that the Dayton Fair Housing Ordinance continues to be substantially equivalent both "on its face" and "in operation" to the federal Fair Housing Act.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of civil rights cases closed per year	13	25	12	18	15

Detail by CSA: Justice

Budget Summaries

Objective: Ensure all crime victims are contacted by detectives in a timely manner

Activity: All complainants contacted within 4 calendar days after initial assignment

- **2020 Results:** Through third quarter, DPD contacted 93% of all complainants within 4 calendar days.
- **2021 Path to Progress:** Supervisors will continue to track contacts and follow up with detectives as necessary.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of complainants contacted within guidelines	94%	90%	94%	93%	90%

Objective: Respond to citizen emergencies in a timely manner

Activity: Maintain the average time to respond

- **2020 Results:** Through third quarter, DPD averaged 3.5 minutes for dispatch and travel time to respond to Priority 1 calls for service.
- **2021 Path to Progress:** DPD will maintain the goal of 7 minutes or less for dispatch and travel time to respond to Priority 1 calls for service.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Average Dispatch Time + Average Travel Time for 90% of Priority One Calls (in minutes)	3.6	<=7	3.5	3.5	<=7



Detail by CSA: Justice

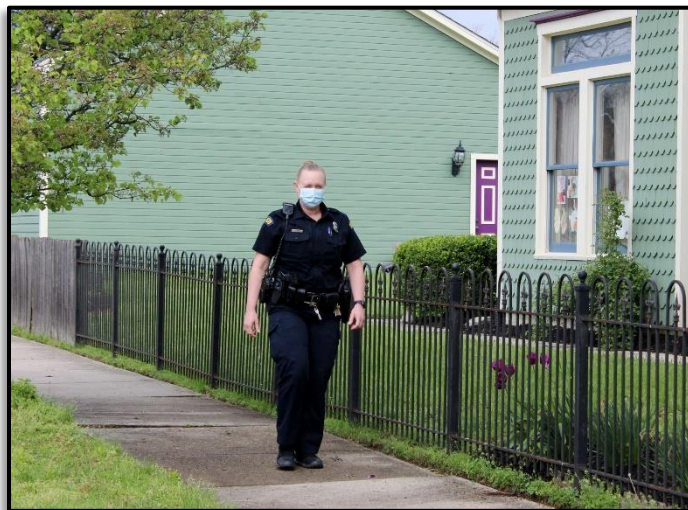
Budget Summaries

Additional Activity: Maintain response time on Priority 2 calls for service

- **2020 Results:** Through third quarter, DPD averaged 6.6 minutes for dispatch and travel time to respond to Priority 2 calls for service.
- **2021 Path to Progress:** DPD will maintain the goal of 9 minutes or less for dispatch and travel time to respond to Priority 2 calls for service.

Additional Activity: Maintain response time on Priority 3 calls for service

- **2020 Results:** Through third quarter, DPD averaged 5.7 minutes travel time to respond to Priority 3 calls for service.
- **2021 Path to Progress:** DPD will maintain the goal of 7 minutes of travel time to respond to Priority 3 calls for service.



Detail by CSA: Justice

Budget Summaries

Priority: Support Services and Opportunities for Young People

Objective: Provide programs to bring Police and Youth Together

Activity: Build meaningful, positive relationships between police officers and the young people in communities they serve

- **2020 Results:** Due to COVID-19, most outreach to young people programs were postponed with the exception of Police and Youth together. This program was significantly modified and downsized to ensure safety of young people and officers. 169 young people attended Police and Youth together this summer.
- **2021 Path to Progress:** Expand existing programs and look for new opportunities to engage young people in the community.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of attendees	11,981	>10,000	10,150	169	>10,000



Detail by CSA: Justice

Budget Summaries

Priority: COVID-19 Response

Objective: Minimize the impact of COVID-19

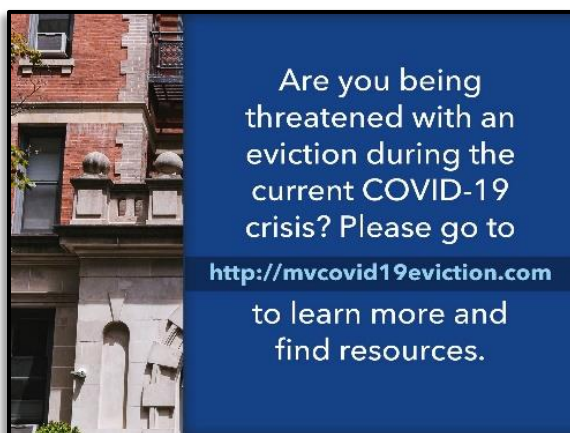
Activity: Increase Language Access for vulnerable population dealing with evictions

- **2020 Results:** 2020 has seen an incredible uptick in complaints, questions and concerns regarding property owners' issues and COVID-19. In an attempt to provide timely and accurate information to the community regarding evictions, fair housing protections and landlord tenant issues, HRC partnered with MVFHC, ABLE, CAP to launch a site with updated information. We are working daily to provide updates and answers to questions and concerns from the community as we receive them.

<http://mvcovid19eviction.com/>

This site was translated into four (4) languages and was been shared with staff from Montgomery County Office of Ex Offender Reentry to share with clients and returning citizens.

- **2021 Path to Progress:** Continue to provide timely and accurate information to the community.



Detail by CSA: Justice

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Provide continued accessible fair housing training to those impacted by COVID-19

- **2020 Results:** HRC received a HUD grant to address fair housing accessibility issues related to COVID-19
- **2021 Path to Progress:** In partnership with MVFHC, the HRC will launch education and outreach activities to include educational symposia, workshops, and webinars on various media platforms for the public and consumers at risk for COVID-19. HRC will conduct virtual information sessions on the intersection of fair housing and COVID-19, convene periodic fair housing information sessions on various virtual media platforms with landlords and housing industry representatives on Fair Housing issues related to COVID-19, and produce and distribute a social media advertising on housing discrimination related to COVID-19.



Detail by CSA: Justice

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Expansion of Telephone Reporting Unit

- **2020 Results:** 148% increase in calls handled by Telephone Reporting Unit (TRU) due to COVID-19. In 2020, TRU handled 4,512 calls compared to 1,814 in 2019.
- **2021 Path to Progress:** Continue to fully staff TRU to handle as many appropriate calls as possible over the telephone in order to increase social distance and decrease the likelihood of spreading the virus.

Objective: Minimize the impact of COVID-19

Activity: Developed on-site cruiser cleaning protocol

- **2020 Results:** 494 Vehicles cleaned/disinfected by a mobile wash company between 4/9 and 9/30.
- **2021 Path to Progress:** Continue to disinfect cruisers on a schedule as long as it is appropriate.



Detail by CSA: Justice

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Implement modifications in daily operations

- **2020 Results:** The City of Dayton Prosecutor's Office has remained open throughout the entire COVID 19 Pandemic. Given how closely everyone in the office works with the public, the following steps have been implemented in an effort to combat/reduce the spread of COVID.
 - Thanks to the Dayton Police Department, we have a thermal temperature scanner for visitors to use prior to entering our office.
 - We provide masks to our visitors who do not have any when they enter our office.
 - The chairs in our waiting room have been socially distanced.
 - We have taken steps to increase/bolster separation between our visitors and the intake prosecutor.
 - We have identified a number of criminal charges that can be filed over the phone rather than in person.
 - Our staff engage in daily cleaning and sanitizing of our public areas.
 - All employees engage in cleaning and sanitizing their individual office spaces.
 - Almost all search warrants are reviewed via email, rather than in person.
 - All employees abide by the policies and procedures implemented by the Dayton Municipal Court, which enable the prosecutors to attend court, in person, on a daily basis.
- **2021 Path to Progress:** Continue the modified business practices into 2021 as we move through the pandemic.

Detail by CSA: Justice

Budget Summaries

Clerk of Court Results

Year-in-review

- **Criminal Cases:** Down 38% from prior year
- **Traffic Cases:** Down 20% from prior year
- **Civil Cases:** Down 33% from prior year
- **Parking Tickets:** Down 53% from prior year

2020 Accomplishments

- Participated in What Works Cities
- Self-Help Center officially opened January 27, 2020
- Successfully transitioned the Photo Enforcement back to the Clerk of Court
- Limited public online eviction searches July 28, 2020
- Safely continued to provide services to customers
- E-Citations “went live” November 12, 2020

2021 Priorities

- Continue to partner with Community License Intervention projects
- Expand Self-Help Center
- Continue to make more court documents available online
- Update Wejis to new operating system
- Continue Participate in What Works Cities Sprint on License Restoration & Reform



The Clerk's Office doors never closed during the Pandemic.

“Total Closure of courts and Clerks of Courts office presents an access to justice issue”

~Ohio Supreme Court Chief Justice Maureen O’Conner

Governor DeWine Press Conference Remarks

March 19, 2020

The Clerk Employees rolled up their sleeves and demonstrated creativity and teamwork to respond to the pandemic.

Dayton Municipal Court COVID-19 Response

- Converted office to follow CDC guidelines to keep customers and employees safe.
- Suspended online convenience fee to encourage online payment.
- Suspended late fee to help citizens impacted by the pandemic.
- Enacted an Eviction Moratorium.
- Continuance Form made available online.
- Support Community Action Partnership to promote Cares Act Rental Assistance.



Detail by CSA: Justice

Budget Summaries

Municipal Court Results

2020 Accomplishments

- Awarded the Remote Technology Grant on May 1, 2020 from the Ohio Supreme Court.
- Facilitated the University of Dayton law students in their Statewide Mock Trial Competitions.
- Participated in What Works Cities program.
- Partnered with Mayor Nan Whaley and other public officials in the City's Eviction Task Force Program.
- Utilized our Self-Help Center to provide tenants with computer access to complete CARES Act forms.
- Partnered with the Ohio Justice & Policy Center for their 2020 Record Sealing Clinic.

2021 Priorities

- Research new Case Management Systems for implementation in the future.
- Pursue video interpreting capabilities for court appearances for individuals with limited English proficiency (LEP) and American Sign Language (ASL).
- Explore additional technology avenues to allow for more remote hearings.

Maintaining public trust and confidence in the Judicial System

- **2020 Results:** Continue timely adjudication of criminal, traffic, and civil cases, continue proactive judicial outreach even during the COVID-19 pandemic.

Detail by CSA: Justice

Budget Summaries

Funding Opportunities

2020 Results: maintained over \$500,000 in funding from outside sources, including:

- \$300,000 for our Electronic Home Detention Program (EHDP)
- \$85,079 from Alcohol Drug Addiction Mental Health Services Board of Montgomery County (ADAMHS)
- \$50,000 from Ohio Addiction Mental Health Services (OHAMHS)
- \$98,405 from State of Ohio Department of Rehabilitation & Corrections (ODRC)

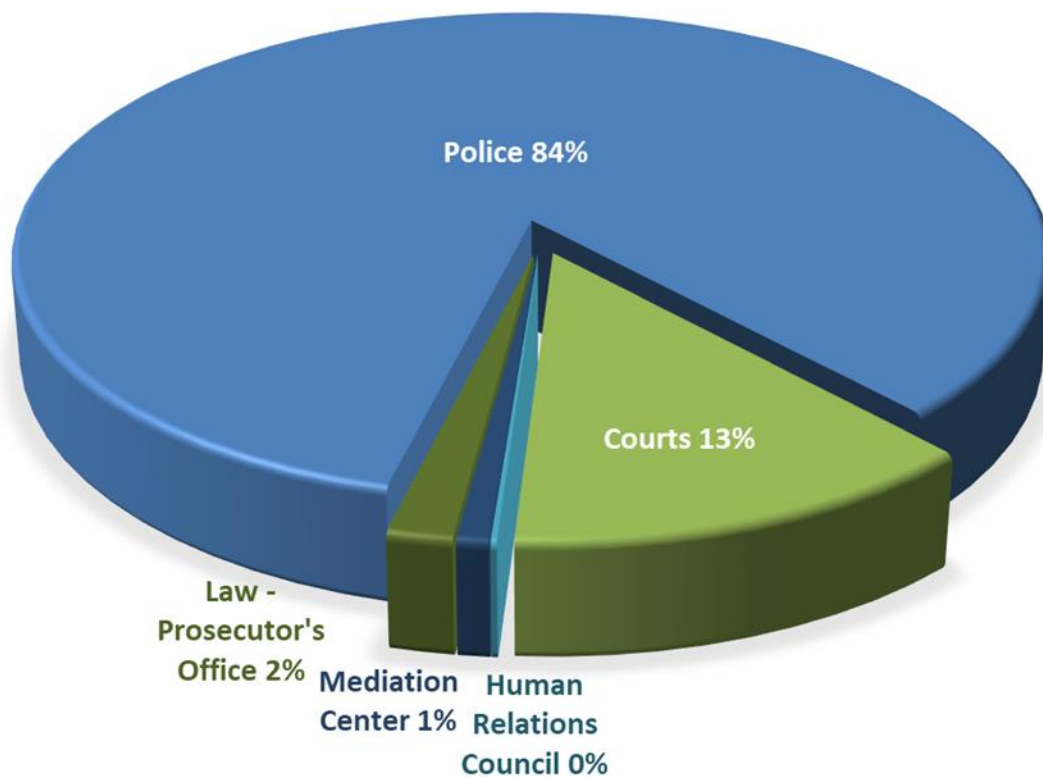
Municipal Court COVID-19 Response

- Collaborated with other City departments to limit personal court appearances.
- Conducted court sessions via video conferencing, phone conferencing, and/or other remote methods, if possible.
- Limited staff to required essential staff only in the building and allowing remote work when possible.
- Implemented safety standards as mandated by the CDC and the Ohio Department of Public Health.
- Purchased eight (8) Aerobiotix Air Purifying systems through CARES Act Funding to be used in every courtroom for additional safety measures.
- Conducted Court and Probation classes remotely via Zoom.
- Many of these new procedures due to COVID-19 allowed the Court to streamline many processes, and the Court will consider keeping these new procedures for the foreseeable future.

Detail by CSA: Justice

Budget Summaries

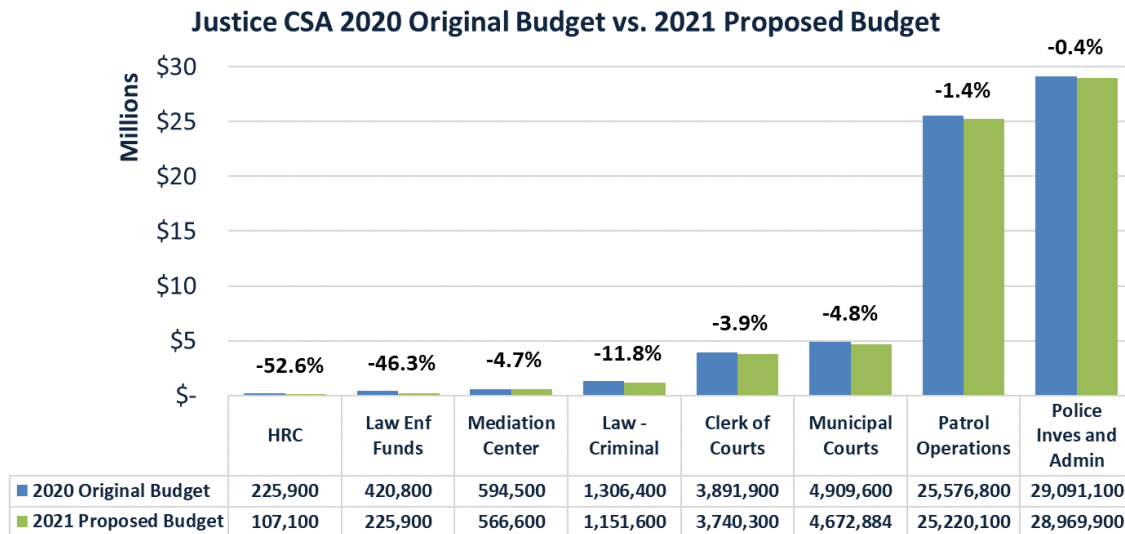
Justice CSA Budget by Program Areas	Recommended Budget
Patrol Operations	25,220,100
Police Investigations & Administration	28,969,900
Law Enforcement Funds	225,900
COPS Grant	-
Subtotal Police	54,415,900
Municipal Court	4,672,900
Clerk of Courts	3,740,300
Subtotal Courts	8,413,200
Human Relations Council	107,100
Mediation Center	566,600
Law - Prosecutor's Office	1,151,600
Grand Total Justice CSA	64,654,400



Detail by CSA: Justice

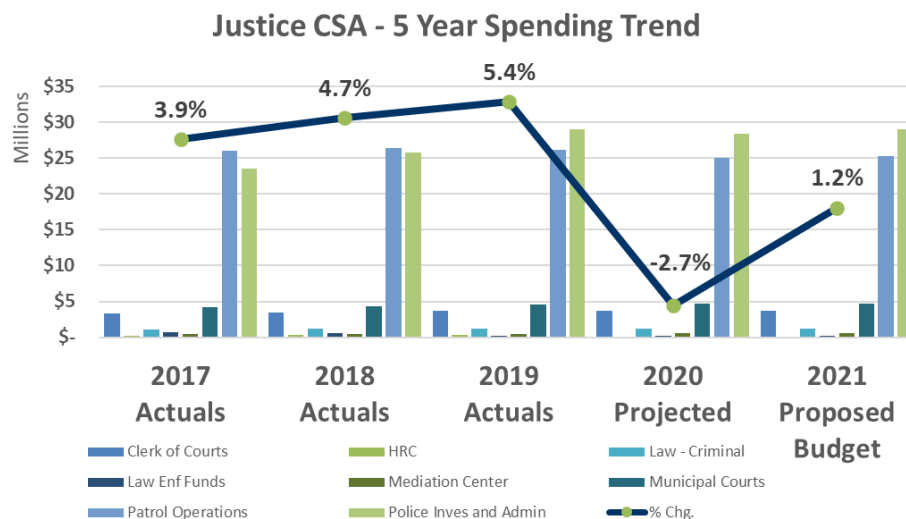
Budget Summaries

Below, an analysis of Justice 2020 Original Budget and the 2021 Proposed Budget, segmented by program area.



Below, a trend analysis for Justice spending from 2017 through 2021's recommend allocation, segmented by program area.

Justice	2017 Actuals	2018 Actuals	2019 Actuals	2020 Projected	2021 Proposed Budget
Clerk of Courts	3,337,707	3,412,999	3,671,639	3,685,080	3,740,300
HRC	221,987	282,288	303,466	135,793	107,100
Law - Criminal	1,137,853	1,145,103	1,204,561	1,190,813	1,151,600
Law Enforcement Funds	743,331	522,783	256,397	202,897	225,900
Mediation Center	431,133	477,385	480,413	552,397	566,600
Municipal Courts	4,201,686	4,311,946	4,523,506	4,699,059	4,672,900
Patrol Operations	25,974,677	26,443,497	26,198,985	25,005,342	25,220,100
Police Inves and Admin	23,480,170	25,750,528	29,058,891	28,435,282	28,969,900
Total	59,528,544	62,346,529	65,697,858	63,906,661	64,654,400



Detail by CSA: Justice

Budget Summaries

Police Patrol Operations				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	25,576,800	25,220,100	(356,700)	-1.4%
Total Sources	\$ 25,576,800	\$ 25,220,100	\$ (356,700)	-1.4%
Estimated Uses				
Personnel Costs	25,404,100	25,076,600	(327,500)	-1.3%
Contracts & Materials				
Supplies & Material	99,100	64,600	(34,500)	-34.8%
Internal Reproduction Charges	37,000	37,000	-	0.0%
Other Professional Services	9,500	17,000	7,500	78.9%
External Vendors	5,000	2,800	(2,200)	-44.0%
Miscellaneous	13,400	13,400	-	0.0%
Other	8,700	8,700	-	0.0%
Total Contracts & Materials	172,700	143,500	(29,200)	-16.9%
Total Uses	\$ 25,576,800	\$ 25,220,100	\$ (356,700)	-1.4%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Personnel Cost reduction reflects elimination of 2021 recruit class, two monthly health insurance holidays and five CSD equivalent. This reduction is offset by the 15 officers who were funded by the COPS grant in 2020.
- Supplies and Materials charges are lower due to various cost saving measures.
- Increase in Other Professional Services is due to added cost of K-9 boarding and medical costs.

Detail by CSA: Justice

Budget Summaries

Police Investigation and Admin				
	2020 Original	2021		
Estimated Sources	Budget	Proposed	\$ Chg.	% Chg.
General Fund	29,091,100	28,969,900	(121,200)	-0.4%
Total Sources	\$ 29,091,100	\$ 28,969,900	\$ (121,200)	-0.4%
Estimated Uses				
Personnel Costs	19,549,100	19,682,000	132,900	0.7%
Contracts & Materials				
Management Contracts	3,414,100	3,686,900	272,800	8.0%
Fleet Charges/Direct Bill	850,000	805,000	(45,000)	-5.3%
Gasoline and Diesel Fuel	775,000	701,900	(73,100)	-9.4%
Public Service Contracts	691,000	671,800	(19,200)	-2.8%
Supplies and Materials	711,000	737,100	26,100	3.7%
Miscellaneous	125,800	112,400	(13,400)	-10.7%
Maintenance Agreements	131,000	431,200	300,200	229.2%
Security Services	109,000	114,000	5,000	4.6%
Telephone	79,100	97,700	18,600	23.5%
Other Professional Services	374,600	85,700	(288,900)	-77.1%
Internal Reproduction Charges	67,600	68,100	500	0.7%
Postage and Mailing	42,300	25,000	(17,300)	-40.9%
Tool and Special Equipment Rentals	25,500	26,000	500	2.0%
Other Equipment Maintenance	19,000	20,700	1,700	8.9%
External Vendors	16,000	16,000	-	0.0%
Other	7,000	5,000	(2,000)	-28.6%
Total Contracts & Materials	7,438,000	7,604,500	166,500	2.2%
Capital Equipment/Technology	1,253,300	1,643,400	390,100	31.1%
Transfers Out	850,700	40,000	(810,700)	-95.3%
Total Uses	\$ 29,091,100	\$ 28,969,900	\$ (121,200)	-0.4%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Personnel Cost reduction reflects two monthly health insurance holidays and five CSD equivalent.
- Increases in the cost of Regional Dispatch and in-custody medical care are the driver behind increased Management Contract budget.
- Fleet Maintenance and Gasoline Budgets have been decreased to reflect actual usage.
- The reduction in Public Service contracts is a result of Crime Lab cost decreases.
- Increase in Maintenance Agreement is offset by decrease in Other Professional Services.
- Transfers Out is for the services provided through the Mediation Center.

Detail by CSA: Justice

Budget Summaries

COPS Grant				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Transfer In From General Fund	810,700	-	(810,700)	-100.0%
COPS Grant	625,000	-	(625,000)	-100.0%
Total Sources	\$ 1,435,700	\$ -	\$(1,435,700)	-100.0%
Estimated Uses				
Personnel Costs	1,435,700	-	(1,435,700)	-100.0%
Total Uses	\$ 1,435,700	\$ -	\$(1,435,700)	-100.0%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- The COPS Grant expired at the end of the third quarter 2020.
- 15 Police officers funded by the COPS grant have been moved into the General Fund for Fiscal Year 2021.

Detail by CSA: Justice

Budget Summaries

Law Enforcement Funds				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
State RICO	100,958	63,100	(37,858)	-37.5%
Federal RICO	254,245	122,800	(131,445)	-51.7%
Drug RICO	65,599	40,000	(25,599)	-39.0%
Total Sources	\$ 420,800	\$ 225,900	\$ (194,902)	-46.3%
Estimated Uses				
Contracts & Materials				
Travel and Training	138,593	83,600	(54,993)	-39.7%
Supplies and Materials	74,301	36,700	(37,601)	-50.6%
Miscellaneous	48,339	40,000	(8,339)	-17.3%
Telephone	20,657	-	(20,657)	-100.0%
Maintenance Agreements	15,200	20,000	4,800	31.6%
Tools & Special Equipments Rentals	17,955	18,400	445	2.5%
Contributions & Donations	8,970	10,000	1,030	11.5%
Legal Advertising	16,138	7,700	(8,438)	-52.3%
Fleet and Fuel Charges	11,834	8,300	(3,534)	-29.9%
Other	3,814	1,200	(2,614)	-68.5%
Total Contracts & Materials	355,800	225,900	(129,902)	-36.5%
Capital Equipment/Technology	65,000	-	(65,000)	-100.0%
Total Uses	\$ 420,800	\$ 225,900	\$ (194,902)	-46.3%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Law Enforcement Fund revenue continues to decline, particularly in Federal and Drug RICO.
- Operating costs have been moved into the General Fund as resources have dwindled in the Law Enforcement Funds.
- All Law Enforcement Funds are cash funds, and budget is allocated based on cash on hand. Listed Revenue estimates are just for informational purposes.

Detail by CSA: Justice

Budget Summaries

Municipal Court				
		2020 Original	2021 Proposed	
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	4,909,600	4,672,900	(236,700)	-4.8%
Total Sources	\$ 4,909,600	\$ 4,672,900	\$ (236,700)	-4.8%
Estimated Uses				
Personnel Costs	4,348,700	4,120,900	(227,800)	-5.2%
Contracts & Materials				
Other Professional Services	408,800	408,800	-	0.0%
Legal Services	50,000	50,000	-	0.0%
Supplies and Materials	30,000	30,000	-	0.0%
Miscellaneous	21,700	21,700		
Internal Reproduction Charges	15,300	15,400		
Gasoline and Diesel Fuel	12,000	12,000		
Fleet Charges/Direct Bill	8,000	8,000	-	0.0%
Employee Travel & Training	9,000	-	(9,000)	-100.0%
Other	6,100	6,100	-	0.0%
Total Contracts & Materials	560,900	552,000	(9,000)	-1.6%
Total Uses	\$ 4,909,600	\$ 4,672,900	\$ (236,700)	-4.8%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Reduction in personnel reflects abolishment of two vacant positions, CSDs and two monthly health insurance holidays.
- Employee Travel decrease is due to organizational wide reduction in travel during the coronavirus pandemic.

Detail by CSA: Justice

Budget Summaries

Clerk of Courts				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	3,891,900	3,740,300	(151,600)	-3.9%
Total Sources	\$ 3,891,900	\$ 3,740,300	\$(151,600)	-3.9%
Estimated Uses				
Personnel Costs	3,520,800	3,337,800	(183,000)	-5.2%
Contracts & Materials				
Postage and Mailing Services	121,600	131,000	9,400	7.7%
Management Contracts	77,000	107,000	30,000	39.0%
Supplies and Materials	65,000	60,000	(5,000)	-7.7%
Other Professional Services	52,000	62,000	10,000	19.2%
Internal Reproduction Charges	20,000	20,000	-	0.0%
Employee Travel & Training	16,500	5,500	(11,000)	-66.7%
Miscellaneous	10,000	8,000	(2,000)	-20.0%
Insurance - Contractual	9,000	9,000	-	0.0%
Total Contracts & Materials	371,100	402,500	31,400	8.5%
Total Uses	\$ 3,891,900	\$ 3,740,300	\$(151,600)	-3.9%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Personnel Cost reduction reflects elimination of two positions through VSP and attrition, CSDs and two monthly health insurance holidays.
- Postage and Mailing Services increase is attributed to uptick in mailing in response to COVID-19.
- Increases in Management Contracts are driven by bank and credit card processing fees, which has been unpredictable due to COVID-19.
- Other professional services are up due to increase in records storage fee.
- Employee Travel decrease is due to organizational wide reduction in travel during the coronavirus pandemic.

Detail by CSA: Justice

Budget Summaries

Human Relations Council				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	225,900	107,100	(118,800)	-52.6%
Total Sources	\$ 225,900	\$ 107,100	\$(118,800)	-52.6%
Estimated Uses				
Personnel Costs	195,900	77,100	(118,800)	-60.6%
Contracts & Materials				
Other Professional Services	17,000	17,000	-	0.0%
Employee Travel & Training	5,000	5,000	-	0.0%
Non-City Employee Travel	2,000	2,000	-	0.0%
Marketing/Promotional Ads	2,000	2,000	-	0.0%
Supplies and Materials	2,000	2,000	-	0.0%
Internal Reproduction Charges	1,000	1,000	-	0.0%
Miscellaneous	1,000	1,000	-	0.0%
Total Contracts & Materials	30,000	30,000	-	0.0%
Total Uses	\$ 225,900	\$ 107,100	\$(118,800)	-52.6%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Personnel Costs have decreased as a result of Voluntary Separation Program and abolishment of a vacant position.
- Future programming will be determined by Police Reform recommendations.

Detail by CSA: Justice

Budget Summaries

Mediation Center				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	150,000	150,000	-	0.0%
Transfer from Police	40,000	40,000	-	0.0%
Mediation Revenue	404,500	376,600	(27,900)	-6.9%
Total Sources	\$ 594,500	\$ 566,600	\$ (27,900)	-4.7%
Estimated Uses				
Personnel Costs	413,800	400,600	(13,200)	-3.2%
Contracts & Materials				
Other Professional Services	143,000	143,000	-	0.0%
Other	37,700	23,000	(14,700)	-39.0%
Total Contracts & Materials	180,700	166,000	(14,700)	-8.1%
Total Uses	\$ 594,500	\$ 566,600	\$ (27,900)	-4.7%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Personnel Cost reduction reflects two monthly health insurance holidays and five CSDs.
- Other charges reflects reduction in travel expenses due to COVID-19 as well as reduction in Internal Reproduction based on actual usage.

Detail by CSA: Justice

Budget Summaries

Law/Prosecutor's Office				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,306,400	1,151,600	(154,800)	-11.8%
Total Sources	\$ 1,306,400	\$ 1,151,600	\$ (154,800)	-11.8%
Estimated Uses				
Personnel Costs	1,258,400	1,131,600	(126,800)	-10.1%
Contracts & Materials				
Supplies and Materials	27,000	9,000	(18,000)	-66.7%
Other Professional Services	10,000	-	(10,000)	-100.0%
Internal Reproduction Charges	8,000	8,000	-	0.0%
Postage and Mailing Services	3,000	3,000	-	0.0%
Total Contracts & Materials	48,000	20,000	(28,000)	-58.3%
Total Uses	\$ 1,306,400	\$ 1,151,600	\$ (154,800)	-11.8%
Sources over Uses	\$ -	\$ -	\$ -	N/A

2021 Program Budget Highlights & Special Issues

- Personnel Cost reduction reflects elimination of one position through VSP, two health insurance holidays and five CSDs.
- Other Professional Services budget has decreased as a result of the reduction of outside crime deterrent services.
- Supplies and Materials budget has been decreased due to a one time computer expense.

Detail by CSA: Economic and Community Development

Budget Summaries

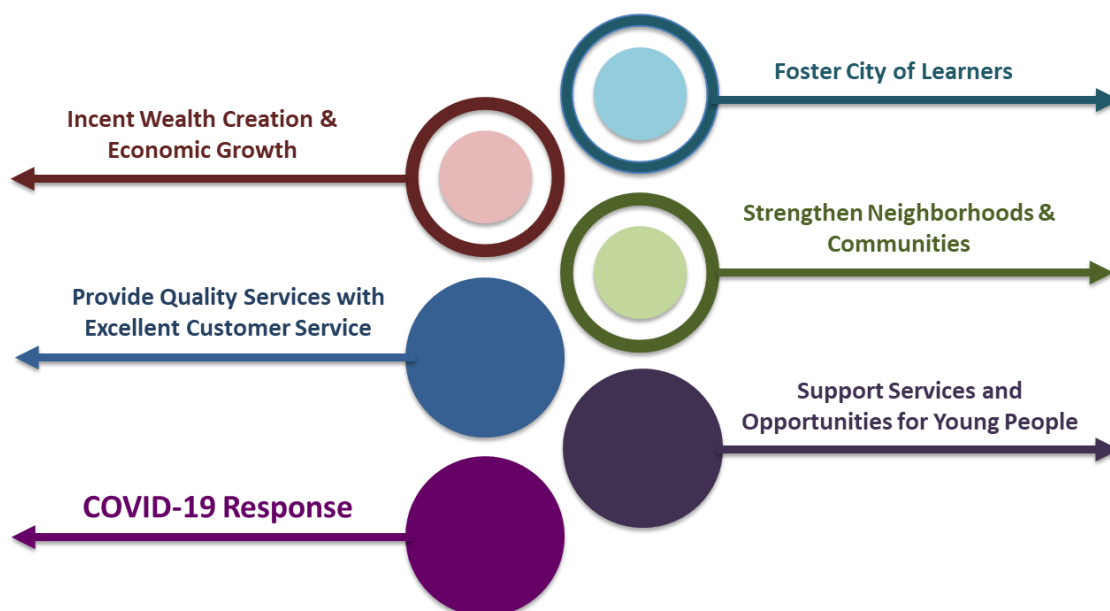
Economic & Community Development CSA Priorities

The Policy Objective of the Economic and Community Development Community Service area is to foster a viable, sustainable and healthy urban community by providing quality amenities, economic opportunities and affordable housing options.

The Economic and Community Development Program areas with 2020 Original Budget and 2021 recommended allocations are listed below:

Program	2020 Original Budget	# FTEs	2021 Proposed Budget	\$ Chg.	% Chg.	# FTEs
Economic Development	1,099,200	8	1,084,000	(15,200)	-1.4%	8
Water Wellfield Liaison	132,000	1	123,400	(8,600)	-6.5%	1
Development Fund Transfer	3,000,000	N.A.	2,250,000	(750,000)	-25.0%	N.A.
Zoning Administration	370,800	3	257,800	(113,000)	-30.5%	2
Human Relations Council	1,001,100	9	870,000	(131,100)	-13.1%	5
Planning & Community Engagement	2,138,300	14	1,590,600	(547,700)	-25.6%	10
Community Dev. Block Grant/HOME	1,291,100	8	1,232,900	(58,200)	-4.5%	8
Recreation & Youth Services	3,636,700	44	3,189,800	(446,900)	-12.3%	37
Golf (General Fund)	3,075,000	10	1,850,200	(1,224,800)	-39.8%	5
Convention Center	2,090,000	13	500,000	(1,590,000)	-76.1%	3
Aviation Admin & Financial Services	5,397,700	15	4,926,600	(471,100)	-8.7%	10
Economic & Community Development CSA Programs	23,231,900	125	17,875,300	(5,356,600)	-23.1%	89

These program areas actively pursue the following priorities:



Detail by CSA: Economic and Community Development

Budget Summaries

Priority: Foster City of Learners

Objective: Encourage early childhood development by increasing access to high quality Pre-K

Activity: Actively support
Preschool Promise

- **2020 Results:** Enrollment data and preschool evaluations have been delayed by the COVID-19 pandemic. Staff are working with our partners at Preschool Promise to obtain and evaluated the 2020-2021 program.
- **2021 Path to Progress:** We will evaluate the results of the 2020-2021 school year, and work with Preschool Promise on a plan for the 2021-2022 school year.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% preschools star rated	88%	90%	98%	TBD	TBD



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Offer programs that promote and encourage reading

Activity: Provide programs for young people in an effort to impact literacy at the third grade level

- **2020 Results:** Our results primarily reflect attendance in our after-school program during the 1st quarter of the year, prior to COVID-19. Additionally, we provided an abbreviated summer camp program, ensuring proper safety, which accounted for the remaining attendance. During the initial pandemic surge, we prepared and distributed boredom boxes for parents that were in need of at home activities and supplies for their young people. With schools and recreation centers closed, our young people participating in online schooling, and parents out of work, we did not experience a high demand for this type programming during the 2nd and 3rd quarters of the year.
- **2021 Path to Progress:** Our 2021 target is based on providing a modified summer camp with reduced capacity, and only offering our after-school program in the 3rd and 4th quarters. In addition, we hope to expand our program offerings. We are working on programs in the areas of nutrition, local farming, recycling and composting organic waste, with the intended outcome of increasing literacy in sustainability. All of our program offerings will be contingent upon effective containment of the COVID-19 virus and our ability to offer these programs safely.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of young people in attendance at Recreation programs with reading and learning components	13,318	13,000	9,450	1,638	4,000

Detail by CSA: Economic and Community Development

Budget Summaries

Priority: Strengthen Neighborhoods and Communities

Objective: Support volunteerism to improve Dayton's neighborhoods

Activity: Increase volunteerism through Neighborhood Mini Grant projects

- **2020 Results:** Due to COVID, we did not administer the application process for the 2020 Neighborhood Mini-Grants. There were six (6) 2019 Neighborhood Mini-Grants completed in 2020. There were approximately 212 volunteers that participated in these projects.
- **2021 Path to Progress:** In March 2021, we will reinstate the Neighborhood Mini-Grant program through virtual and electronic platforms.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of volunteers	710	500	213	212	500

Objective: Reduce blight in neighborhoods

Activity: Implement programs to reduce number of vacant properties through Lot Links

- **2020 Results:** Of the more than 300 applications submitted by the December 2019 deadline, 144 applications were eligible. There are a total of 285 active applications in the Lot Links queue. Staff have transferred 91 properties so far this year.
- **2021 Path to Progress:** Complete property transfers of eligible applicants, concluding the Lot Links Program.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of applicants transferred each qt.	100%	N/A	61%	25%	100%

Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Develop high capacity neighborhoods

Activity: Facilitate neighborhood participation, neighborhood organizing, social events and other activities

- **2020 Results:** During Q3 we expanded our communications through digital platforms (OneCall Now, Zoom and email).
- **2021 Path to Progress:** In 2021, we will offer digital training for our neighborhood leaders and virtually host Neighborhood Leadership Institute Class and Priority Land Use Board trainings.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% Neighborhoods rated Stable or High Capacity	65%	70%	65%	N/A	70%



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Create recreation opportunities that will connect members of the Dayton community

Activity: Host community events that draw neighbors together

- **2020 Results:** Due to COVID-19, we were unable to host community events during the 1st, 2nd and 3rd quarters of 2020. However, in October we held a drive through Fall Harvest event, which accounted for 1,791 individual participants and will be accounted for in our 4th quarter performance measures.
- **2021 Path to Progress:** In 2021, we will host our annual events, only if effective containment of the virus allows this type programming to be implemented safely. We do not anticipate offering events in the 1st and possibly the 2nd quarter of the year. During the 3rd quarter we are planning our Independence Day celebration, both with and without a festival. And as previously stated, we will plan programs with the health and safety of our staff and patrons as our first priority.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of Attendees at Community Events	73,989	77,300	62,865	0	38,650



Detail by CSA: Economic and Community Development

Budget Summaries

Priority: Incent Wealth Creation and Economic Growth

Objective: Support economic activity through economic benefits to the Dayton region

Activity: Maximize number of events at the Dayton Convention Center

- **2020 Results:** These results reflect events in 1st Quarter only. We were unable to host any events after the 1st Quarter, due to the pandemic.
- **2021 Path to Progress:** We will have to re-evaluate operations at the Convention Center once containment of the COVID-19 virus is consistently in acceptable ranges. We will continue to maintain tenant space and fulfill contractual obligations.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of events booked at the Convention Center	139	200	104	21	0

Objective: Increase job creation and retention

Activity: Facilitate projects and technical assistance

- **2020 Results:** 10 Projects as of November of 2020, totaling \$27.0 million in private investment and \$1.4 million in public investment.
- **2021 Path to Progress:** Reduce job creation pledge to 250 a year and job retention pledge to 1,000.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of pledged and retained jobs	Creation: 880 Retention: 0	Creation: 500 Retention: 1,500	Creation: 830 Retention: 0	Creation: 86 Retention: 250	Creation: 250 Retention: 1,000

Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Hold predevelopment meetings

Activity: Facilitate projects and technical assistance



- **2020 Results:** Held 36 Pre-development “Frank” meetings virtually through 3rd quarter.
- **2021 Path to Progress:** Conduct 50 Pre-development meetings.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of predevelopment meetings	71	100	51	36	50

Objective: Increase number of new markets with direct service

Activity: Track new markets at DAY

- **2020 Results:** Seasonal Allegiant service announced to Destin in Q2 and seasonal American service to Miami announced in Q3.
- **2021 Path to Progress:** Continue to work to add more direct service to more markets.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of new markets at DAY	0	1	0	2	1



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Increase private sector employment at DAY

Activity: Create new private sector employment at DAY

- **2020 Results:** Over 300 jobs were cut as a result of PSA and Concessionaires response to the pandemic.
- **2021 Path to Progress:** On-going COVID challenges will determine the department's ability to generate economic growth.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of new jobs at DAY	2,000	400	2,000	(323)	COVID will determine

Additional Activity: Re-formed business advisory committee with Dayton Chamber of Commerce

- **2020 Results:** Business Advisory Group met once.
- **2021 Path to Progress:** Secure business support for air service expansion.

Additional Activity: New airport master planning process commences

- **2020 Results:** Functional teams have formed and met to discuss and vet SWOT analysis.
- **2021 Path to Progress:** Progress through master planning process to build a plan for DAY prosperity into the future.



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Increase Construction Payroll and Supplier Opportunities

Activity: Provide business opportunities through Disadvantaged Business Enterprise Program

- **2020 Results:** Through third quarter, Aviation has had a 21% participation on contracts awarded through this program.
- **2021 Path to Progress:** The Department of Aviation will continue to promote and solicit DBE participation through our bid advertisements and hosting of the Airport Business Opportunities Outreach at DAY event. The 2021 goal for contracts awarded through this program remains at 23% participation.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% Contracts awarded through program	0%	23%	23%	21%	23%



Detail by CSA: Economic and Community Development

Budget Summaries

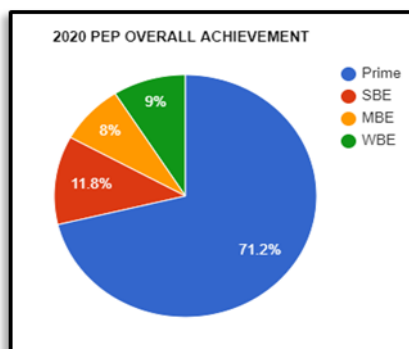
Objective: Increase MBE, WBE and Dayton Local Small Business participation

Activity: Set goals, monitor achievement, and provide outreach in conjunction with City departments to minority business enterprises

- **2020 Results:** 8% MBE, 9.01% WBE, 8.44% DLSB participation through 3rd Quarter. We anticipate an increase in 4th Quarter when smaller construction projects are let.
- **2021 Path to Progress:** Work in partnership with City Depts. to meet aspirational goal for business inclusion. Host targeted MBE/WBE recruitment efforts and build awareness of City projects through quarterly Opportunity Forums. Provide capacity building services through MBAC and community partners. Ensure policies and procedures match current practices and recommend ordinance updates that support inclusion efforts. The disparity study was finalized and recommended new aspirational targets for the next five years. Identifying opportunities for revised staffing structure and improved effectiveness through HRC strategic plan.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% Annual inclusion goal achievement - MBE	9%	15%	11%	8%	13%
% Annual inclusion goal achievement - WBE	1%	5%	2%	9%	3%
% Annual inclusion goal achievement – Dayton Small Business	8.2%	5%	12.95%	8.44%	5%

Prime	Awarded	Amount	\$17,282,967.00	71.2%
SBE	Awarded	Amount	\$2,866,531.20	11.8%
MBE	Awarded	Amount	\$1,937,210.00	7.9%
WBE	Awarded	Amount	\$2,186,152.00	9.0%
DLSB	Awarded	Amount	\$2,048,829.00	8.4%

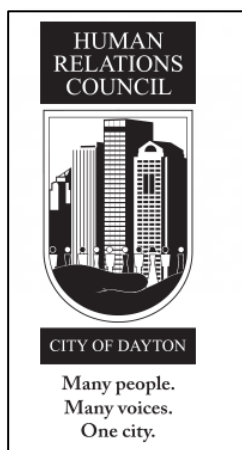


Detail by CSA: Economic and Community Development

Budget Summaries

Additional Activity: Build capacity of and provide economic opportunity for minority, women, and social and economically disadvantaged businesses. Provide assistance to the State for recruitment and lending, counseling, and training for minority, women, and social and economically disadvantaged businesses over a 12-county region.

- **2020 Results:** \$9.4 million public sector awards were pledged, 139 jobs created and 234 jobs retained.
- **2021 Path to Progress:** Continue to establish relationships with public and private business resources and strategic partners providing educational programming (workshops and conferences) to prospective, new, and second-stage business owners, and delivering no-cost business consulting. Minority and Women's Entrepreneurship and Access to Capital Conference planned for second quarter 2021. Continued collaboration with the Chamber's Minority Business Partnership Wesley Center, and the Community Action Partnership on the Jumpstart/Pathways grant. The MBAC will add Historic Preservation to one of its core focuses and aim to identify potentially historic preservation projects and project development resources for minority, women-owned and small, disadvantaged businesses.



Detail by CSA: Economic and Community Development

Budget Summaries

Priority: Provide Quality Services with Excellent Customer Service

Objective: Increase seat capacity

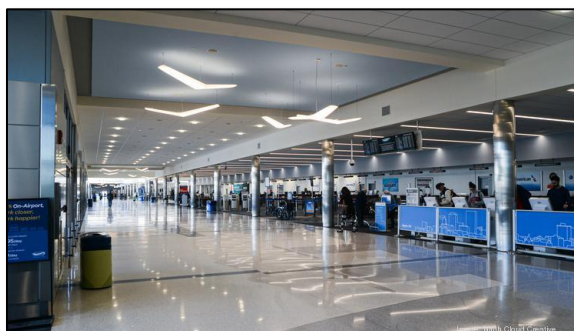
Activity: Contact airlines to show how the Dayton market can support additional capacity to current and new markets

- **2020 Results:** Through third quarter, 2020 saw a 56.9% decrease in seat capacity due to the COVID-19 pandemic.
- **2021 Path to Progress:** Due to the prolonged pandemic, budget and enplanement forecasts for 2021 are set at 60% of 2019 levels, accounting for a slight rebound with a COVID-19 recovery in the later part of 2021. Economic recovery and consumer confidence will be a driving force for enplanements.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% increase in seat capacity at DAY	5.6% decrease	3% increase	5.8% decrease	56.9% decrease	44% increase

Additional Activity: The Department of Aviation has participated in leadership development and team-building training to facilitate better customer outcomes

- **2020 Results:** Weekly meetings with Mediation.
- **2021 Path to Progress:** Continue efforts to foster leadership and teamwork.



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Maximize use of recreation programs, opportunities and facilitates

Activity: Provide high quality recreation programs and maintain quality facilities

- **2020 Results:** In 2020, the majority of the 65,652 Recreation participants were tracked in 1st Quarter, prior to the restrictions implemented in response to the pandemic. Golf attendance was interrupted by a brief shut down immediately following the initial surge of the virus, and a reopening with fewer courses and tee times. The Convention Center's participation is based solely on 1st Quarter operations prior to COVID-19.
- **2021 Path to Progress:** In 2021, participation will continue to be impacted by COVID-19, and program modifications will be necessary for safe operations. Safe operations with this pandemic, are contrary to the mission of recreation. Hopefully soon, we will become the outlet for individuals to relieve stress from various levels of trauma experienced during this pandemic.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of recreation attendance	REC: 213,420	REC: 300,000	REC: 197,779	REC: 65,652	REC: 210,000
	Golf: 150,169	Golf: 140,000	Golf: 131,382	Golf: 66,417	Golf: 70,000
	DCC: 160,209	DCC: 180,000	DCC: 149,983	DCC: 9,413	DCC: N/A

Objective: Increase throughput for projects

Activity: Facilitate projects and technical assistance

- **2020 Results:** Received 24 site selector inquiries in 2020, down from 2019, which had 34 inquiries. Staff responded to all inquiries within 3 business days and provided follow-up as appropriate.
- **2021 Path to Progress:** Follow-up on all inquiries within 3 business days and follow-up as appropriate.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% Response time within 72 hours	100%	90%	100%	100%	90%

Detail by CSA: Economic and Community Development

Budget Summaries

Priority: Support Services and Opportunities for Young People

Objective: Maximize participation in recreation facilities and programs

Activity: Provide affordable, high-quality recreation facilities and programs

- **2020 Results:** The majority of the 14,640 Recreation participants were tracked in the 1st Quarter, prior to the restrictions implemented in response to the pandemic. Primary programs offered included basketball and our after-school program.
- **2021 Path to Progress:** In 2021, Golf will offer a golf summer camp program and will not increase youth pass pricing, in an effort to encourage young people to play. In the Recreation Division, in addition to existent programming, we will implement programs and leagues for young people at the new football field, as containment of the virus allows.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of young people in attendance	REC: 45,360 Golf: 5,290	REC: 85,000 Golf: 4,000	REC: 42,892 Golf: 5,009	REC: 14,640 Golf: 1,596	REC: 8,000 Golf: 4,000



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Enhance manufacturing day participation

Activity: Coordinate with schools, manufacturing companies and parents

- **2020 Results:** We did MFG DAY Virtual Month for 2020.
- **2021 Path to Progress:** Continue working with DPS and other partners to enhance participation in MFG DAY.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of Students, # of Manufacturing Companies participation	Students: 400 Companies: 5	Students: 250 Companies: 5	Students: 275 Companies: 5	Schools: 50 Companies: 7	Students: 250 Companies: 5



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Promote aviation to young people in the Dayton region

Activity: Offer programs, events and camps about aviation and aviation jobs for children and families

- **2020 Results:** All events held at the Dayton International Airport and Dayton-Wright Brothers Airport: Air Camp for students, Air Camp for teachers, Honor flight, Dayton Air Show, Passenger Appreciation Days, and Runway Fest were canceled due to COVID.
- **2021 Path to Progress:** Unsure due to COVID uncertainty.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of Participants	3,265	3,500	3,265	0	3,500



Detail by CSA: Economic and Community Development

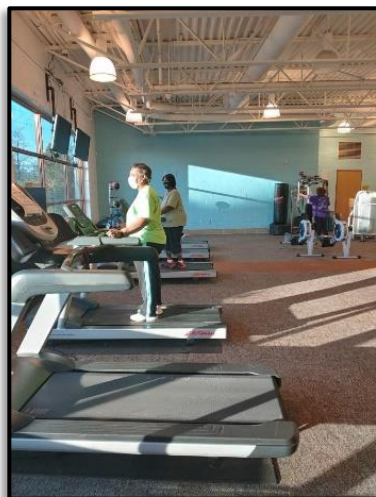
Budget Summaries

Priority: COVID-19 Response

Objective: Minimize the impact of COVID-19

Activity: Modified programming to reduce the spread of the virus and to ensure the safety of participants

- **2020 Results:** In the Recreation Division, we reduced facility hours to accommodate safe operational standards, which included daily staff and patron temperature and health checks, and frequent cleaning of high touch points. We required participants to sign up for fitness and aquatic appointments, to control capacity and ensure appropriate social distancing. We installed sanitization stations throughout our recreation centers, required masks to be worn by all patrons, created one way entrance and exit routes, and installed barriers at our front desks. Recreation staff distributed face masks to the public, boredom boxes to young people, delivered activity boxes and made courtesy calls to our senior patrons, connecting those in need to appropriate resources. Additionally, we worked with Dayton Public Schools to assist with food distribution to students and their families.
- **2021 Path to Progress:** In 2021, the Recreation Division will continue to modify programming and implement more virtual and outdoor activities. Across the Department, we will continue to follow best practices to ensure the safety of our staff and patrons.



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Modified programming to reduce the spread of the virus and to ensure the safety of participants

- **2020 Results:** In Golf, we modified the course to eliminate touchpoints and ensure social distancing by raising the cups, removing flags, installing barriers in our pro shops, adding dividers in golf carts, and reducing golf cart capacity to a single rider. Golf also increased the time between individual tee times and eliminated shot gun outings and tournaments. By maintaining a safe environment for golfers, golf play was one of few leisure activities offered during the initial surge of the virus.
- **2021 Path to Progress:** In 2021, Golf will continue to focus on continuous improvement in service delivery and will continue to follow best practices to ensure the safety of our staff and patrons.



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Minimize the impact of COVID-19

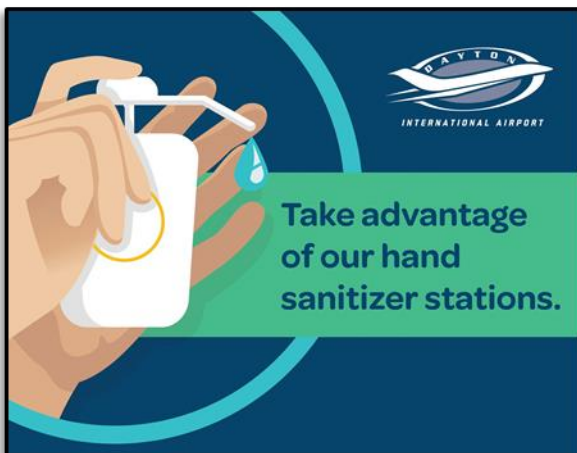
Activity: Installed equipment to protect the traveling public from COVID-19

- **2020 Results:** Installed UV handrail sanitizers and additional hand sanitizer stations.
- **2021 Path to Progress:** Continue to implement industry best practices to guard against COVID-19.

Objective: Minimize the impact of COVID-19

Activity: Additional cleaning to guard against COVID-19

- **2020 Results:** Daily fogging of selected airline spaces to prevent the spread of Coronavirus; increased regular cleaning of all surfaces subjected to touch.
- **2021 Path to Progress:** Continue increased cleaning in compliance with CDC guidelines to facilitate safe traveling environment.



Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Provide Technical Support to Businesses Impacted by COVID-19

- **2020 Results:** Economic Development and Zoning Divisions have distributed over 60 COVID-19 JobsOhio hygiene kits to local small businesses. Staff have provided technical assistance to small businesses regarding CARES Act loans and grants. Staff continue to facilitate development projects, particularly West Dayton. Economic Development staff continue to assist businesses in North Dayton as they recovered from the 2019 tornado, who are also now dealing with the COVID-19 crisis. Economic Development staff continue promoting Opportunity Zone development opportunities in Dayton. Economic Development staff worked with Planning to assist restaurants with expanded outdoor dining capacity, and one staff member is on the CARES Team.
- **2021 Path to Progress:** Economic Development staff will be targeting neighborhood commercial corridors, as a way of reaching out to small businesses impacted by the pandemic.

Objective: Minimize the impact of COVID-19

Activity: Provide Support to MBE to leverage CARES Act Opportunities

- **2020 Results:** In response to the COVID-19 pandemic, the MBAC shifted its focus to working with local minority businesses to complete the CARES Act funding opportunities, as well as State and Local Grant applications. As a result, MBAC clients received \$2.1 million in CARES Act funding and \$190,000 in State Grants. 51 companies in the Dayton region were certified through the MBAC as a Minority Business Enterprise (MBE) during this fiscal year.
- **2021 Path to Progress:** MBAC will continue to help clients weather the COVID-19 pandemic in 2021, along with providing technical assistance to assist minority businesses.

Detail by CSA: Economic and Community Development

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Assist Small Businesses with CARES Opportunities

- **2020 Results:** In 2020, Planning led the administration of the CARES Small Business Capital Grant program, which provided essential funds so that small businesses throughout the City could mitigate the costs imposed by protection from COVID-19. 31 businesses were assisted for a total of \$311,000.
- **2021 Path to Progress:** Planning will be ready to assist in the delivery of recovery resources as called upon.

Objective: Minimize the impact of COVID-19

Activity: Continue Public Meetings without Disruption

- **2020 Results:** In 2020, Planning quickly switched to remote public meetings, so that there would be no delay for developers, businesses, residents, and institutions. In total, there were over 30 public meetings via zoom—including two that took over four hours to complete.
- **2021 Path to Progress:** We will continue to follow best practices to ensure the safety of residents, stakeholders, participants and staff.

Objective: Minimize the impact of COVID-19

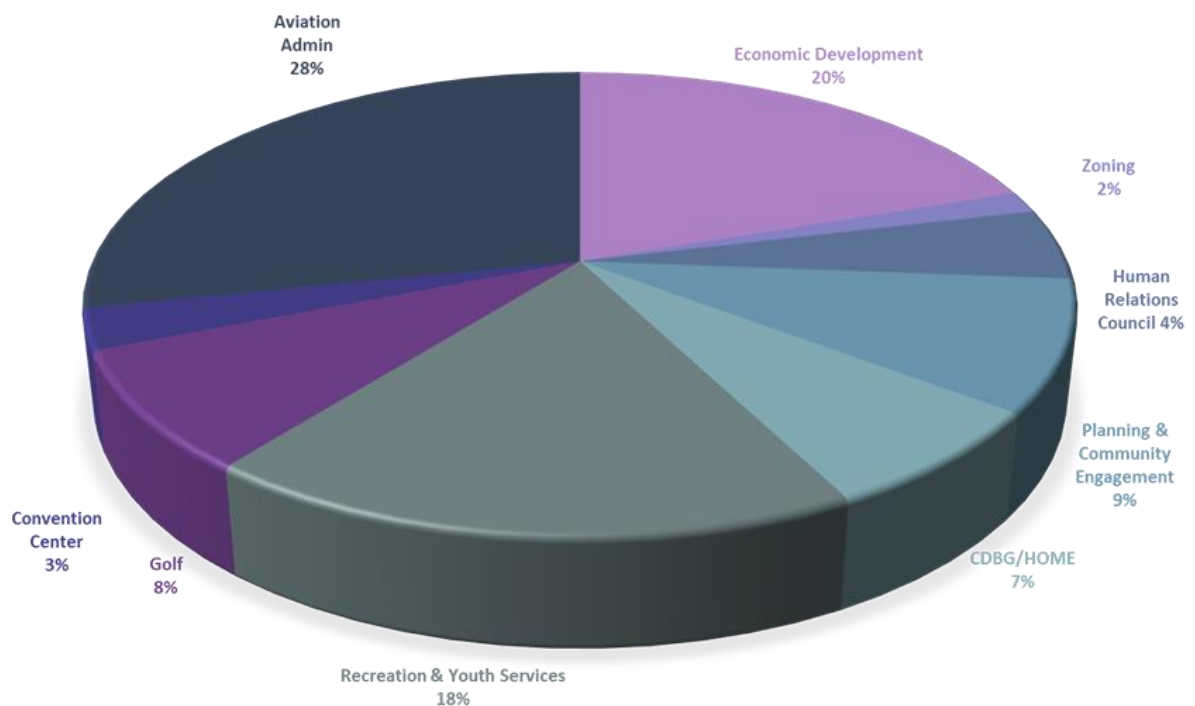
Activity: Support Organization's Data Effort

- **2020 Results:** Planning provided data and mapping support for teams leading the effort to understand and demonstrate the impact of the pandemic.
- **2021 Path to Progress:** Planning will continue to provide staff and data support as called upon.

Detail by CSA: Economic and Community Development

Budget Summaries

Economic and Community Development CSA by Program	
Aviation Admin & Financial Services	4,926,600
Total Aviation Programs	4,926,600
Economic Development	1,084,000
Water Wellfield Liaison	123,400
Development Fund Transfer	2,250,000
Zoning Administration	257,800
Total Economic Development Programs	3,715,200
Human Relations Council	870,000
Total Human Relations Council Programs	870,000
Planning/Community Engagement	1,590,600
CDBG/HOME	1,232,900
Total Planning & Community Development Programs	2,823,500
Recreation & Youth Services	3,189,800
Golf	1,850,200
Convention Center	500,000
Total Recreation & Youth Services Programs	5,540,000
Total Economic & Community Development	17,875,300



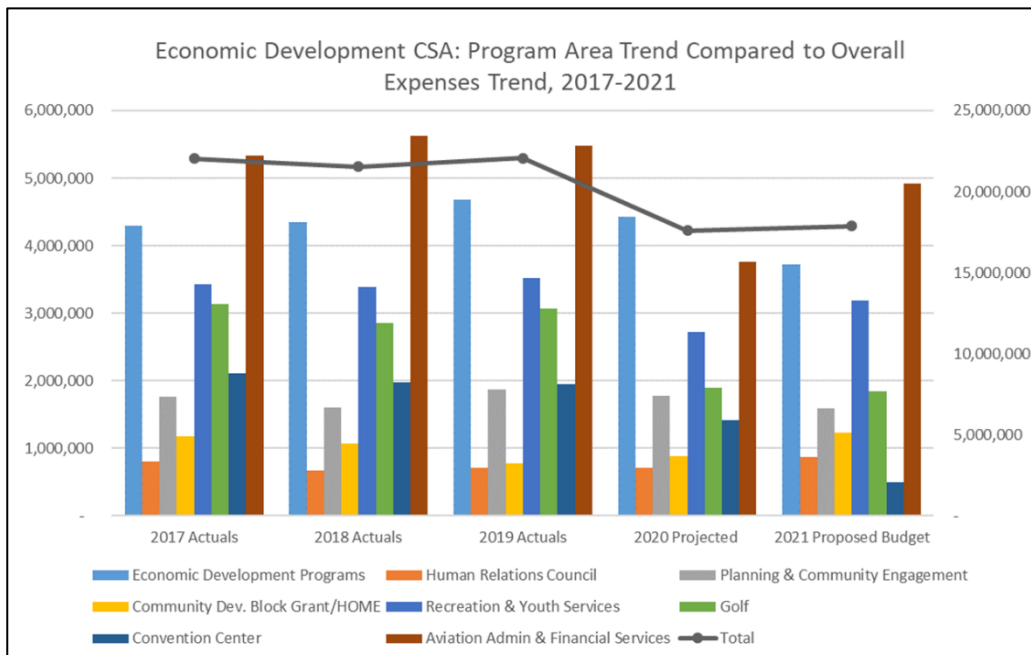
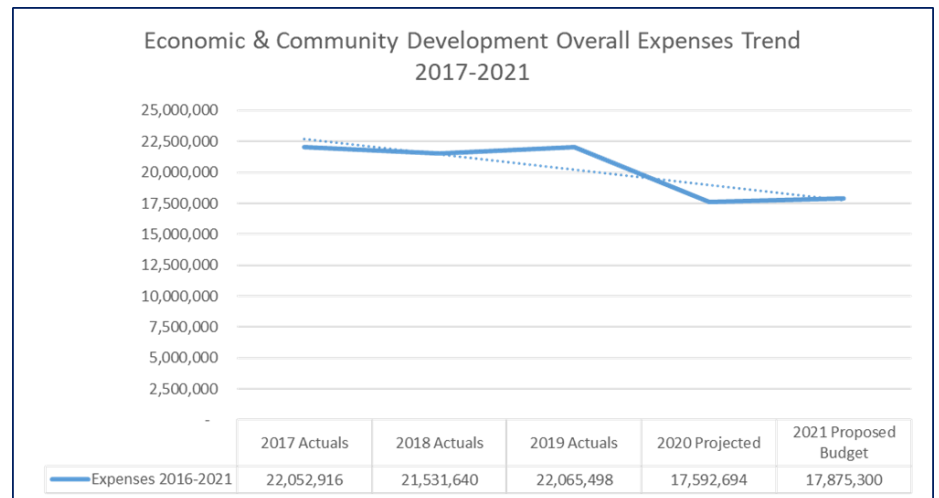
Detail by CSA: Economic and Community Development

Budget Summaries

Below, a trend analysis for Economic & Community Development CSA spending from 2017 through 2021's recommend allocation, segmented by program area.

Economic & Community Development	2017 Actuals	2018 Actuals	2019 Actuals	2020 Projected	2021 Proposed Budget
Economic Development Programs	4,288,691	4,346,802	4,686,486	4,426,561	3,715,200
Human Relations Council	807,873	670,302	705,960	707,959	870,000
Planning & Community Engagement	1,762,981	1,602,937	1,872,096	1,773,951	1,590,600
Community Dev. Block Grant/HOME	1,184,193	1,067,628	779,007	881,111	1,232,900
Recreation & Youth Services	3,430,616	3,390,536	3,521,918	2,727,895	3,189,800
Golf	3,133,521	2,857,329	3,072,932	1,893,442	1,850,200
Convention Center	2,110,079	1,972,287	1,948,887	1,422,024	500,000
Aviation Admin & Financial Services	5,334,963	5,623,819	5,478,214	3,759,751	4,926,600
Total	22,052,916	21,531,640	22,065,498	17,592,694	17,875,300

While spending was level from 2017 through 2019, spending dropped off in 2020 as a result of the pandemic. In the Economic & Development CSA, staffing was reduced by 36 FTEs in 2020, dramatically decreasing personnel expenses. Below, the total CSA Trend-line is charted against program expenses.



Decreases in personnel across the board, combined with expense reductions in Aviation and a \$750,000 decrease in the transfer to fund Developments, is driving the downward trajectory.

Detail by CSA: Economic and Community Development

Budget Summaries

Aviation Support Services				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Aviation Operating Fund	5,397,700	4,926,600	(471,100)	-8.7%
Total Sources	\$ 5,397,700	\$ 4,926,600	\$ (471,100)	-8.7%
Estimated Uses				
Personnel Costs	1,818,500	1,284,300	(534,200)	-29.4%
Contracts & Materials				
Real Estate Taxes	1,014,800	1,014,800	-	0.0%
Marketing and Advertisements	700,000	700,000	-	0.0%
Consulting Services	332,600	332,600	-	0.0%
Indirect Cost Allocation	267,300	268,200	900	0.3%
Insurance	229,000	229,000	-	0.0%
Other Professional Services	187,000	187,000	-	0.0%
Maintenance Agreements	208,200	300,400	92,200	44.3%
Supplies & Miscellaneous	150,500	150,500	-	0.0%
Telephone	160,500	160,500	-	0.0%
Auditing & Legal Services	85,300	85,300	-	0.0%
Travel & Training	37,500	35,000	(2,500)	-6.7%
All Others	26,500	26,500	-	0.0%
Total Contracts & Materials	3,399,200	3,489,800	90,600	2.7%
Capital Equipment/Technology	180,000	152,500	(27,500)	-15.3%
Total Uses	\$ 5,397,700	\$ 4,926,600	\$ (443,600)	-8.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Five CSDs and two Health Insurance Holidays are assumed for Aviation Administration, driving some of the personnel savings.
- Two filled positions were eliminated and one unfilled position was eliminated. Additionally, two positions were moved to other Aviation Divisions, for a net reduction of five FTEs.
- Maintenance Agreements was increased due to consolidation. It was formerly budgeted in other lines across the Department.

Detail by CSA: Economic and Community Development

Budget Summaries

Economic Development				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	4,099,200	3,334,000	(765,200)	-18.7%
Wellfield Protection	132,000	123,400	(8,600)	6.7%
Total Sources	\$ 4,231,200	\$ 3,457,400	\$ (773,800)	-18.3%
Estimated Uses				
Personnel Costs	1,087,200	1,072,000	(15,200)	-1.4%
Contracts & Materials				
Legal Services	39,400	56,600	17,200	43.7%
Land & Building Rentals	47,500	49,000	1,500	3.2%
Miscellaneous & Supplies	18,200	11,200	(7,000)	-38.5%
Travel & Training	16,200	7,200	(9,000)	-55.6%
All Others	22,700	11,400	(11,300)	-49.8%
Total Contracts & Materials	144,000	135,400	(8,600)	-6.0%
Transfer to Development Fund	3,000,000	2,250,000	(750,000)	-25.0%
Capital Equipment/Technology	0	0	N.A.	N.A.
Total Uses	\$ 4,231,200	\$ 3,457,400	\$ (769,900)	-18.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel is even with prior year, with one abolishment and one new position assumed from the Department of Aviation.
- Personnel assumes five CSDs and two Health Insurance Holidays.
- Department has curtailed supplies, travel and training as a budget solution.
- Development Fund transfer has been reduced by \$750,000, to \$2.25M, as a budget solution.

Detail by CSA: Economic and Community Development

Budget Summaries

Zoning Administration				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	370,800	257,800	4,600	1.3%
Total Sources	\$ 370,800	\$ 257,800	\$ (113,000)	-30.5%
Estimated Uses				
Personnel Costs	355,700	248,600	(107,100)	-30.1%
Contracts & Materials				
Miscellaneous & Supplies	2,500	1,500	(1,000)	-40.0%
Fleet & Fuel	5,500	3,000	(2,500)	-45.5%
All Others	7,100	4,700	(2,400)	-33.8%
Total Contracts & Materials	15,100	9,200	(5,900)	-39.1%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$ 370,800	\$ 257,800	\$ (113,000)	-30.5%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Reduction in personnel reflects the abolishment of one Zoning Specialist, left vacant from retirement.
- Fleet & Fuel, Supplies all reduced due to having fewer staff.
- Travel and Training cut, in-line with recommendations to curtail travel until at least mid-year 2021.

Detail by CSA: Economic and Community Development

Budget Summaries

Human Relations Council				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,001,100	870,000	(131,100)	-13.1%
Total Sources	\$ 1,001,100	\$ 870,000	\$ (131,100)	-13.1%
Estimated Uses				
Personnel Costs	898,200	634,200	(264,000)	-29.4%
Contracts & Materials				
Travel & Training	9,700	9,000	(700)	-7.2%
Other Professional Services	87,200	220,800	133,600	153.2%
Supplies & Miscellaneous	3,700	3,700	-	0.0%
All Others	2,300	2,300	-	0.0%
Total Contracts & Materials	102,900	235,800	132,900	129.2%
Capital Equipment/Technology	0	0	0	0.0%
Total Uses	\$ 1,001,100	\$ 870,000	\$ (131,100)	-13.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel reduction reflects five CSDs, two Health Insurance Holidays and the abolishment of four positions.
- One unfilled position was abolished, and three positions abolished through attrition.
- Contracts & Materials increase includes funding for Executive Secretary and Senior Contract Compliance Officer.
- Other Professional Services also includes budget for the Immigrant Resource Specialist. This will help offset the reduction in personnel.

Detail by CSA: Economic and Community Development

Budget Summaries

Planning, Citizen Engagement & Director's Office				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	2,138,300	1,590,600	(547,700)	-25.6%
Total Sources	\$ 2,138,300	\$ 1,590,600	\$ (547,700)	-25.6%
Estimated Uses				
Personnel Costs	1,519,900	1,065,400	(454,500)	-29.9%
Contracts & Materials				
Contributions & Donations	151,000	120,700	(30,300)	-20.1%
Public Service Contracts	60,000	55,000	(5,000)	-8.3%
Other Professional Services	88,000	50,000	(38,000)	-43.2%
Supplies & Miscellaneous	48,000	55,000	7,000	14.6%
Travel and Training	28,500	7,500	(21,000)	-73.7%
Advertising, Mailing & Repro.	46,500	45,000	(1,500)	-3.2%
Architectural Services	30,000	20,000	(10,000)	-33.3%
All Others	16,400	22,000	5,600	34.1%
Total Contracts & Materials	468,400	375,200	(93,200)	-19.9%
Transfer to Mediation Center	150,000	150,000	0	0.0%
Total Uses	\$ 2,138,300	\$ 1,590,600	\$ (547,700)	-25.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs reduced due to abolishment of five positions in the General Fund, after retirements through the VSP.
- Contributions & Donations decreased due to the Mediation Center's assumption of the duties from the Ombudsman Office, offset by increase in contribution to MVRPC.
- Department pre-funded Bike Miami Valley contract through 2021 utilizing 2020 savings, a one-time budget solution.
- Public Service Contracts were reduced based on actual expenditure trends with the Public Defender's Office.
- Other Professional Services reduced, as Planning staff will undertake Historical Architecture services in-house in 2021.
- Architectural Services decreased based on trends.
- Travel reduced due to cancellation of city-supported travel to the RNNC due to COVID-19.

Detail by CSA: Economic and Community Development

Budget Summaries

Community Development Block Grant and HOME Operating				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
CDBG	1,157,000	1,137,700	(19,300)	-1.7%
HOME	134,100	95,200	(38,900)	-29.0%
Total Sources	\$ 1,291,100	\$ 1,232,900	\$ (58,200)	-4.5%
Estimated Uses				
Personnel Costs	886,300	781,000	(105,300)	-11.9%
Contracts & Materials				
Other Professional Services	87,220	95,000	7,780	8.9%
Supplies & Miscellaneous	60,000	57,000	(3,000)	-5.0%
Travel & Training	29,500	30,000	500	1.7%
All Others	13,980	35,000	21,020	150.4%
Total Contracts & Materials	190,700	217,000	26,300	13.8%
Indirect Cost Allocation	80,000	139,700	59,700	74.6%
Capital Equipment/Technology	0	0	N.A.	N.A.
Total Uses	\$ 1,157,000	\$ 1,137,700	\$ (19,300)	-1.7%
Sources over Uses	\$134,100	\$ 95,200	(\$38,900)	-29.0%

2021 Program Budget Highlights & Special Issues

- Personnel was reduced by CD Specialists being filled at a lower grade and the Chief Planner was converted to a Planner 1, after retirement through VSP.
- Budget also includes five CSDs and two Health Insurance Holidays.
- Contracts & Materials increased for Professional Services to work on the 5 year Action Plan.
- Travel was reduced, but training was increased, to take advantage of one-time online training offered by HUD in 2021.
- Indirect Cost Allocation was increased in accordance with the CDBG funding level. The CDBG admin cap remains 15% of total annual CDBG allocation.

Detail by CSA: Economic and Community Development

Budget Summaries

Recreation and Youth Services				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	3,636,700	3,189,800	(446,900)	-12.3%
Total Sources	\$ 3,636,700	\$ 3,189,800	\$ (446,900)	-12.3%
Estimated Uses				
Personnel Costs	2,787,200	2,401,200	(386,000)	-13.8%
Contracts & Materials				
Other Professional Services	370,100	374,400	4,300	1.2%
Supplies & Miscellaneous	210,600	223,800	13,200	6.3%
Travel & Training	35,400	25,000	(10,400)	-29.4%
Contributions & Donations	30,000	30,000	-	0.0%
Marketing & Reproduction	36,600	44,000	7,400	20.2%
Security Services	25,000	27,000	2,000	8.0%
Fleet, Fuel and Fleet Rentals	21,600	24,100	2,500	11.6%
All Others	12,200	12,500	300	2.5%
Total Contracts & Materials	741,500	760,800	19,300	2.6%
Capital Equipment/Technology	108,000	27,800	(80,200)	-74.3%
Total Uses	\$ 3,636,700	\$ 3,189,800	\$ (366,700)	-12.3%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are lower due to the abolishment of 7 positions, four full-time and three part-time. Personnel also includes five CSDs and two Health Insurance Holidays.
- Contracts & Materials are up, due to inflationary increases in program instruction costs, summer program costs, facility supplies and summer camp supplies.
- Increases in supplies and temporary staffing offset by reductions to travel and training.

Detail by CSA: Economic and Community Development

Budget Summaries

Golf				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
Golf Operating Fund	3,075,000	1,850,200	(1,224,800)	-39.8%
Total Sources	\$ 3,075,000	\$ 1,850,200	\$ (1,224,800)	-39.8%
Estimated Uses				
Personnel Costs	1,259,100	870,800	(388,300)	-30.8%
Contracts & Materials				
Management Contracts	648,500	333,400	(315,100)	-48.6%
Other Professional Services	412,000	170,000	(242,000)	-58.7%
Supplies & Miscellaneous	309,100	241,000	(68,100)	-22.0%
Utilities	140,000	42,000	(98,000)	-70.0%
Maintenance Agreements	147,700	11,300	(136,400)	-92.3%
Gasoline and Diesel	55,000	20,000	(35,000)	-63.6%
Facility Maintenance	13,000	12,000	(1,000)	-50.2%
Custodial & Security Services	23,500	20,000	(3,500)	0.0%
Plumbing Charges	15,000	5,000	(10,000)	-25.0%
Rentals	14,600	8,200	(6,400)	-43.8%
All Others	37,500	26,500	(11,000)	-29.3%
Total Contracts & Materials	1,815,900	889,400	(926,500)	-51.0%
Debt Service	0	60,000	60,000	100.0%
Capital Equipment/Technology	0	30,000	30,000	100.0%
Total Uses	\$ 3,075,000	\$ 1,850,200	\$ (1,224,800)	-39.8%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- The Golf budget has been reduced overall, after the closures of the Kittyhawk and Madden Hills Golf Courses.
- Total FTEs have been halved in the Golf Division, with five total abolishments.
- Personnel also assumes five CSDs and two Health Insurance Holidays for remaining staff.
- C&M reductions have been made across the board, due to the closures of the two golf courses.
- Budget for the unwind of Kittyhawk and Madden Hills is included in the Golf Enterprise Fund, and the conversion of Community Golf Course is budgeted in a new Special Projects fund.

Detail by CSA: Economic and Community Development

Budget Summaries

Convention Center				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	2,090,000	500,000	(1,590,000)	-76.1%
Total Sources	\$ 2,090,000	\$ 500,000	\$ (1,590,000)	-76.1%
Estimated Uses				
Personnel Costs	983,200	232,700	(750,500)	-76.3%
Contracts & Materials				
Other Professional Services	271,400	2,100	(269,300)	-99.2%
Utilities	332,700	76,400	(256,300)	-77.0%
Security Services	181,500	24,000	(157,500)	-86.8%
Maintenance Agreements	98,600	39,600	(59,000)	-59.8%
Facility & Equip Maintenance	73,600	25,400	(48,200)	-65.5%
Real Estate Taxes	63,000	65,000	2,000	3.2%
Supplies & Miscellaneous	22,400	10,300	(12,100)	-54.0%
Insurance	40,000	18,800	(21,200)	-53.0%
All Others	23,600	5,700	(17,900)	-75.8%
Total Contracts & Materials	1,106,800	267,300	(839,500)	-75.8%
Total Uses	\$ 2,090,000	\$ 500,000	\$ (1,590,000)	-76.1%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Overall budget reduction of 76.1% due to the transition of the Convention Center to the Convention Facilities Authority after 1st Quarter 2021.
- Remaining personnel are in place to transition the facility and manage the remaining leases.

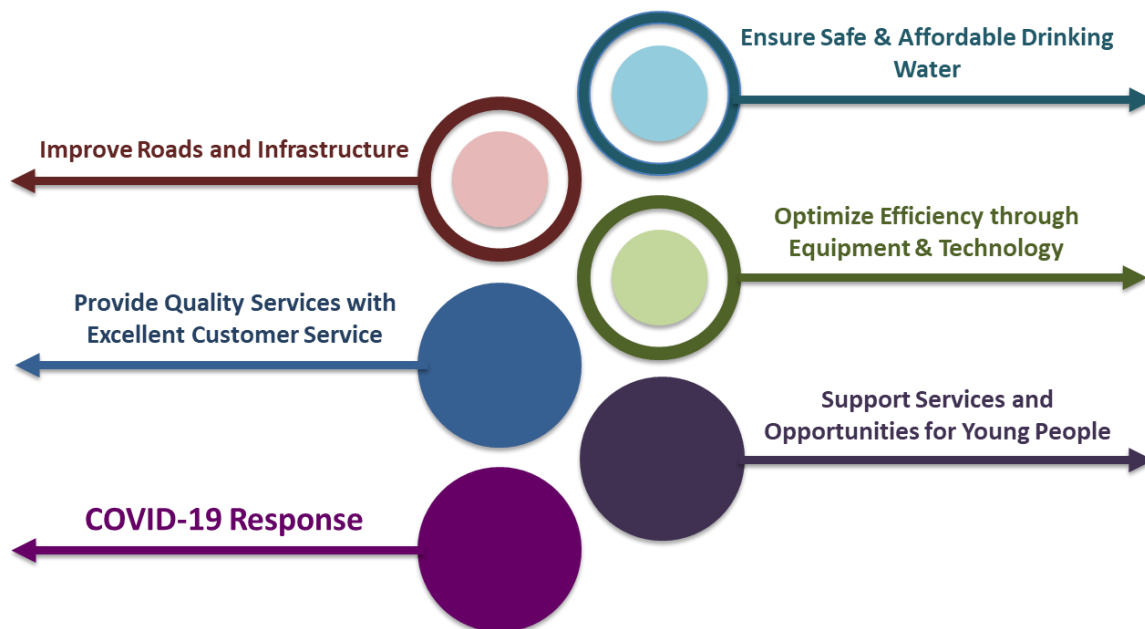
Detail by CSA: Infrastructure

Budget Summaries

The Policy Objective of the Infrastructure Community Service Area is to invest in, maintain and improve the city's public assets to promote development, public safety and community value.

Program	2020 Original Budget	# FTEs	2021 Proposed Budget	\$ Chg.	% Chg.	# FTEs
Public Works Administration	589,100	4	573,700	(15,400)	-2.6%	4
Civil Engineering	5,533,700	40	4,946,700	(587,000)	-10.6%	32
Street Maintenance	6,875,500	40	6,826,300	(49,200)	-0.7%	45
Parks and Forestry	2,862,300	32	2,823,500	(38,800)	-1.4%	37
Street Light Assessment	2,568,100	4	-	(2,568,100)	-100.0%	0
Subtotal Public Works Programs	18,428,700	120	15,170,200	(3,258,500)	-17.7%	118
Water Administration	1,258,000	9	936,600	(321,400)	-25.5%	7
Water Financial Services	1,497,500	14	1,230,200	(267,300)	-17.8%	12
Water Cash Capital & Support Services	26,403,000	N.A.	27,350,900	947,900	3.6%	N.A.
Water Utility Operations	20,765,500	137	20,858,600	93,100	0.4%	137
Water Engineering	4,598,500	31	4,855,800	257,300	N.A.	31
Water Information Technology	2,996,800	13	2,972,300	(24,500)	-0.8%	13
Storm Water - Public Works	1,377,600	8	1,522,500	144,900	10.5%	9
Subtotal Water, Sewer, Storm Prog.	58,896,900	212	59,726,900	830,000	1.4%	209
Aviation Operations & Facilities	24,191,200	74	22,085,600	(2,105,600)	-8.7%	64
Grand Total Infrastructure CSA	\$ 101,516,800	406	\$ 96,982,700	\$ (4,534,100)	-4.5%	391

Below are the Policy Priorities for the Infrastructure CSA. The following pages will detail 2020 outcomes by priority, as well as the 2021 "Path to Progress" for improved outcomes:



Detail by CSA: Infrastructure

Budget Summaries

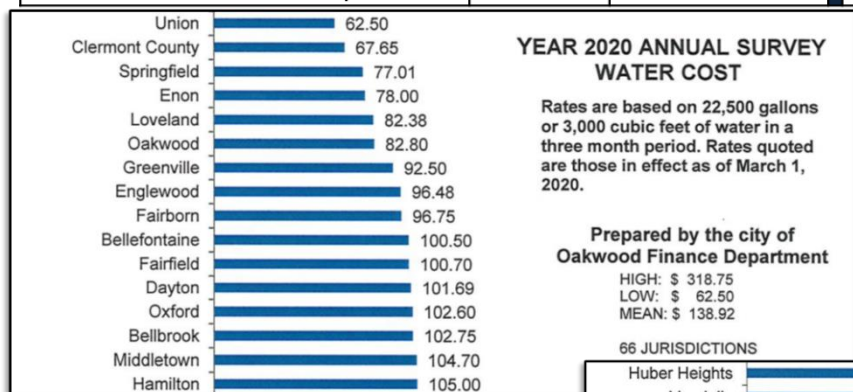
Priority: Ensure Safe and Affordable Drinking Water

Objective: Maintain fair and equitable rates

Activity: Measure the affordability of the water services as a percentage of local median household income

- **2020 Results:** 2020 Average Water Bill was \$101.69 or 1.3% of Median Household Income Median.
- **2021 Path to Progress:** Keep Water affordable and less than 5% of Median Household Income. The Average Water Bill is projected to be \$106.77 in Dayton, or 1.4% of Median Household Income.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Water service affordability	1.3%	<2.5%	1.3%	1.3%	<2.5%



Objective: Maintain fair and equitable rates

Activity: Measure the affordability of the wastewater services as a percentage of local median household income

- **2020 Results:** 2020 Average Sanitary Bill in Dayton was \$81.07, or 1.1% of Median Household Income.
- **2021 Path to Progress:** Maintain Sanitary Sewer charge affordability. Sanitary Sewer charges are projected to be \$87.39 on average in 2021., or 1.2% of Median Household Income.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Wastewater service affordability	1.0%	<2.5%	1.0%	1.1%	<2.5%

Detail by CSA: Infrastructure

Budget Summaries

Priority: Optimize Efficiency through Equipment and Technology

Objective: Perform all permanent street cuts restorations for the Water Department

Activity: Complete final street cut restoration

- **2020 Results:** Completed 7 street cut restorations. In collaboration with Water, Public Works insources paving that was previously on contract.
- **2021 Path to Progress:** Complete the final street cut restoration within 48 hours of notification by WUFO.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% complete within 48 hours	100%	100%	100%	100%	100%



Objective: Improve management of parts inventory, quality of work, and productivity

Activity: Perform (1) monthly cycle count of the parts inventory and (2) maintenance and repairs for vehicle/equipment

- **2020 Results:** Inventoried more than the monthly target, or 130%; Billable Hours were 82% of labor costs. 82%
- **2021 Path to Progress:** Inventory 100% of consumable parts monthly, and maintain billable hours at 78% of labor costs.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of total inventory in monthly cycle counts and avg. billable hours	Inventory: 100% Billable hours: 77%	Inventory: 100% Billable hours: 78%	Inventory: 65% Billable hours: 78%	Inventory: 82% Billable hours: 74%	Inventory: 100% Billable hours: 78%

Detail by CSA: Infrastructure

Budget Summaries

Priority: Optimize Efficiency through Equipment and Technology

Objective: Increase the number of trenchless repairs utilized within the sewer collection system

Activity: Optimize asset and resource management internally and regionally

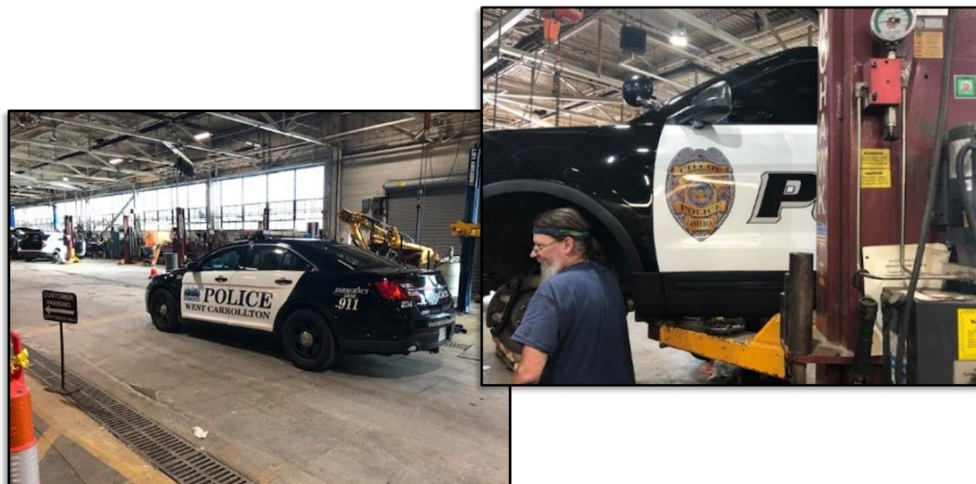
- **2020 Results:** Completed 99 trenchless repairs. On track to complete 132 by the end of the year.
- **2021 Path to Progress:** Continue cross training within the division to ensure this knowledge is passed on within our division. Goal is to complete a minimum of 100 per year.



Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of trenchless repairs	120	100	95	99	100

Additional Activity: Insourced Police cruiser preventative maintenance for the cities of Beavercreek and West Carrollton.

- **2020 Results:** To date, performed 29 preventative maintenance work orders totaling \$16,721 in revenue.
- **2021 Path to Progress:** Continue strategic outreach to neighboring communities, growing the Fleet Enterprise operation without overwhelming the system that continues to provide a high-level of service to our City departments.



Detail by CSA: Infrastructure

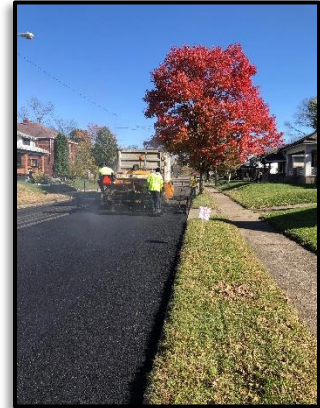
Budget Summaries

Priority: Improve Roads and Infrastructure Condition

Objective: Improve city streets

Activity: Pave residential streets

- **2020 Results:** To date we have paved 56.4 lane miles of residential streets.
- **2021 Path to Progress:** >64 Lane Miles Paved per year.



Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Lane miles paved	68.6	>64	49.8	56.4	>64



Objective: Provide street sweeping service to City neighborhoods and highways

Activity: 4 street sweepers will be dispatched daily to perform street sweeping service

- **2020 Results:** 5,942 Lanes Miles cleaned.
- **2021 Path to Progress:** >6,400 Lane Miles Cleaned per year.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Lane miles cleaned	6,440	>6,400	4,911	5,942	>6,400



Detail by CSA: Infrastructure

Budget Summaries

Priority: Improve Roads and Infrastructure Condition



Objective: Quantify the condition of the water distribution system

Activity: Optimize asset and resource management internally and regionally

- **2020 Results:** On track to maintain the Water Integrity Rate target established by the American Water Works Association (AWWA). Water Integrity Rate = (leaks+breaks) / total miles of pipe. AWWA target is between 22.9 to 78.7 and we finished 2019 at 20.7 and are projected to finish 2020 at 11.4. This progress should be attributed to our aggressive water main replacement program.

2021 Path to Progress: Continue to maintain and upgrade the water distribution system to minimize water main breaks and water service leaks.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Water distribution system integrity rate	20.7	<50	15.1	8.5	<50

Objective: Quantify the condition of the sewer collection system

Activity: Optimize asset and resource management internally and regionally

- **2020 Results:** On track to meet the Wastewater Integrity Rate target established by the American Water Works Association AWWA, Wastewater Integrity Rate = 100 (blockages) / total miles of pipe. AWWA target is between 3.6 and 26.1. We have removed 51 sanitary sewer stoppages this year. We are on target to be at 9.1 for our annual Integrity Rate for our Wastewater Collections system.
- **2021 Path to Progress:** Continue to maintain and upgrade the sanitary sewer system to reduce blockages.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Wastewater system integrity rate	8.3	<18.5	6	6.8	<18.5

Detail by CSA: Infrastructure

Budget Summaries

Objective: Maintain Primary Pavement Conditions at satisfactory or better at DAY

Activity: Monitor pavement conditions and perform needed structural maintenance

- **2020 Results:** The airport's 2020 PCI survey indicated an average PCI of 81.8 in primary pavement surfaces.
- **2021 Path to Progress:** Continue airport pavement program and maintain PCI between 71 and 75. The FAA's determination of "Satisfactory" is a 71.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
Maintain PCI >71	N/A	Between 71 & 75	N/A	81.8	Between 71 & 75

Objective: Improve city alley pavement conditions by implementing new alley paving program

Activity: Perform asphalt paving activities in-house

- **2020 Results:** No work was performed due to the change in operational activities as a result of the COVID-19 pandemic.
- **2021 Path to Progress:** Due to the pandemic 2021 plan does not include in-house paving activity.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of alleys paved	25	>25	6	N/A	N/A

Detail by CSA: Infrastructure

Budget Summaries

Additional Activity: Limiting of all gathering spaces

- **2020 Results:** Large gathering places including break rooms and lunchrooms were closed to avoid employees gathering. WUFO also went to a straight 8-hour shift which eliminated the lunch period which in turn limits exposure of employees that may gather together during lunch.
- **2021 Path to Progress:** Continue the straight 8 hour work shift as long as necessary to eliminate the potential for employees to congregate.



Detail by CSA: Infrastructure

Budget Summaries

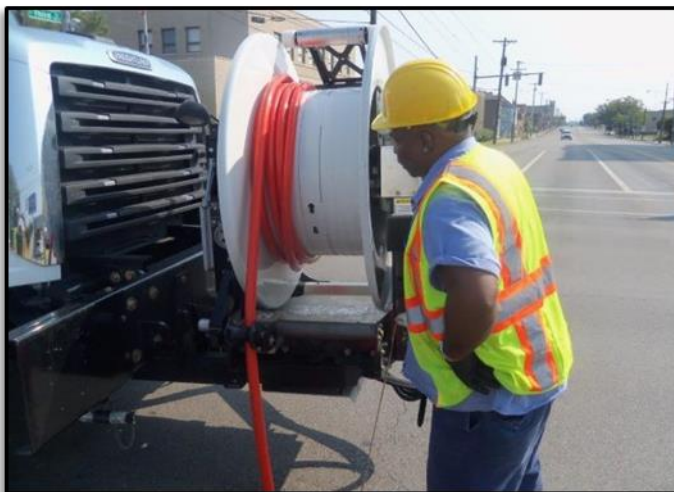
Priority: Provide Quality Services with Excellent Customer Service

Objective: Respond to customer requests for repairs (Sanitary Sewer)

Activity: Maintain customer confidence by delivering high quality sanitary sewer services

- **2020 Results:** Responded to 1001 emergency calls (storm and sanitary) and 38 odor complaints in the collection system. 91% of all customer complaints were responded to within our 90-minute goal.
- **2021 Path to Progress:** Strive to meet the 90-minute response goal, 100% of the time.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of sanitary blockages responded to in <90 minutes	84%	98%	85%	91%	98%



Detail by CSA: Infrastructure

Budget Summaries

Objective: Respond to customer requests for repairs (Water)

Activity: Maintain customer confidence by delivering high quality water services

- **2020 Results:** Responded to 46 water main breaks within our water distribution system within our goal of 90 minutes. We have responded to all complaints within our goal of 24 hours. We have investigated 347 water service leaks and replaced 170 water services. We have repaired 121 fire hydrants with only 6 being out of service more than 48 hours.
- **2021 Path to Progress:** Continue to maintain and upgrade our water distribution system and perform annual maintenance on the system to include our water valve maintenance program.



Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% of water main breaks responded to in <90 minutes	100%	100%	100%	100%	100%

Detail by CSA: Infrastructure

Budget Summaries

Objective: Develop and implement curbside loose leaf collection

Activity: Provide 2 neighborhood cycles of curbside loose leaf collection

- **2020 Results:** Season began 10/26/20. To date we have completed 2 round of leaf collection through all 62 neighborhoods. The first rotation will be completed on 12/4/2020 and the second rotation will began on 12/7/2020. Anticipated completion of both rounds is mid-January.
- **2021 Path to Progress:** Provide 2 neighborhood cycles of loose leaf collection.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of cycles completed for 65 neighborhoods	1.75	2	N/A	N/A	2



Objective: Improve customer satisfaction with facilities cleanliness at DAY

Activity: Conduct customer satisfaction survey

- **2020 Results:** New measure
- **2021 Path to Progress:** Implement and conduct customer satisfaction survey.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
% customer satisfaction with facilities cleanliness	N/A	N/A	N/A	N/A	>85%

Detail by CSA: Infrastructure

Budget Summaries

Priority: Support Services and Opportunities for Young People

Objective: Introduce and encourage students to select careers in the water industry

Activity: Provide customer outreach, education, safety, and product branding

- **2020 Results:** Water Career Conference Cancelled due to COVID-19.
- **2021 Path to Progress:** Investigating virtual interactive opportunities.

Measure	2019 YE Results	2020 Annual Target	2019 Q3 Results	2020 Q3 Results	2021 Annual Target
# of attendees at Water Career Conference	385	>360	385	0	400



Detail by CSA: Infrastructure

Budget Summaries

Additional Activity: Dayton Metro Library Zoom career adventure camp

- **2020 Results:** Rising 7th and 8th Graders were educated about water career opportunities and how their field of interest may tie into certain career paths. They were introduced to employees conducting live field work demos. Facebook Audience Reach: 2,300 estimated; YouTube 76 views and 95 webpage views.
- **2021 Path to Progress:** Continue participation and collaboration with Dayton Metro Library & other community partners.



Additional Activity: Hydro Hero programming with Boonshoft Children's museum

- **2020 Results:** 73 middle school children participated in learning about water quality and how to be source water protection stewards.
- **2021 Path to Progress:** Continue participation and collaboration with Boonshoft Children's Museum and other community partners.



Detail by CSA: Infrastructure

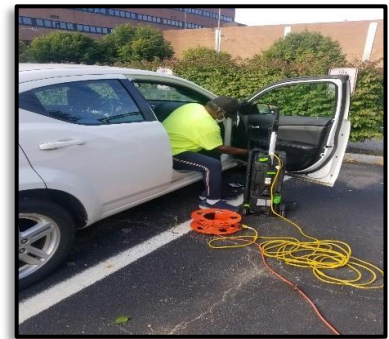
Budget Summaries

Priority: COVID-19 Response

Objective: Minimize the impact of COVID-19

Activity: Adjust building staff cleaning protocols

- **2020 Results:** Implemented increased daily cleaning of all touch points throughout the building, to include door handles, common area surfaces, office keyboards, phones, elevator buttons/handles, and stair rails, etc., to decrease spread of COVID-19.
- **2021 Path to Progress:** Continue increased daily cleaning and rapid response to notification of potential employee exposure scenarios.



Objective: Minimize the impact of COVID-19

Activity: Management and coordination of COVID-19 supplies

- **2020 Results:** WUFO and Water stores staff accepted the responsibility to order, track and distribute items needed for COVID-19 response. This work was completed above and beyond their daily duties. This could not have happened without the teamwork between Water Stores staff, the Division Manager and Procurement.
- **2021 Path to Progress:** Continue centrally controlling COVID-19 supplies in this manner, as long as needed.



Detail by CSA: Infrastructure

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Additional employee safety measures

- **2020 Results:** Additional safety measures are being taken for each employee as they come in for their shift each day, including taking temperatures.
- **2021 Path to Progress:** Continue additional safety measures as long as they are needed. Plan to install temperature kiosks at building to eliminate the need for staffing.



Objective: Minimize the impact of COVID-19

Activity: Additional employee safety measures

- **2020 Results:** Staffing was reduced to minimal numbers and all staff that was retained during the shutdown helped out in every area to keep our operations functioning at a high level. Pictured is our sewer maintenance building attendant helping out in the WUFO storeroom.
- **2021 Path to Progress:** Continue additional safety measures as long as they are needed.

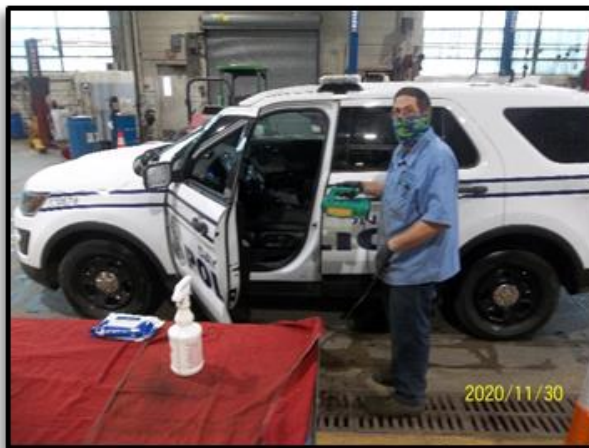
Detail by CSA: Infrastructure

Budget Summaries

Objective: Minimize the impact of COVID-19

Activity: Additional employee safety measures

- **2020 Results:** Ensure vehicle interiors are safe for employee use.
- **2021 Path to Progress:** Continue to sanitize and fog vehicles as they enter the maintenance garage. Coordinate professional cleaning services following COVID exposure in City vehicles.



Fogging Police Car

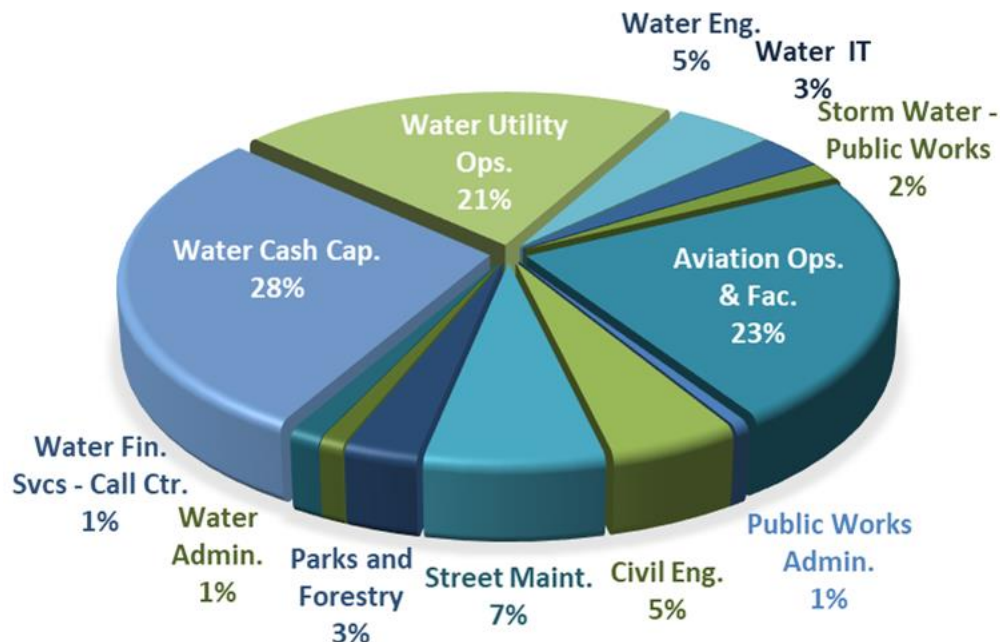


Detail by CSA: Infrastructure

Budget Summaries

Major funding sources for the Infrastructure CSA include the General Fund, Roadway Maintenance Fund, Water Fund, Sewer Fund, Storm Fund and Aviation Fund. The total recommended 2021 allocation for this CSA is \$96.98 million, with Water Department programs have the largest proportion of spending, at \$59.73 million. Public Works Infrastructure allocation will be \$15.17 million in 2021, and Aviation programs will be allocated \$22.09 million.

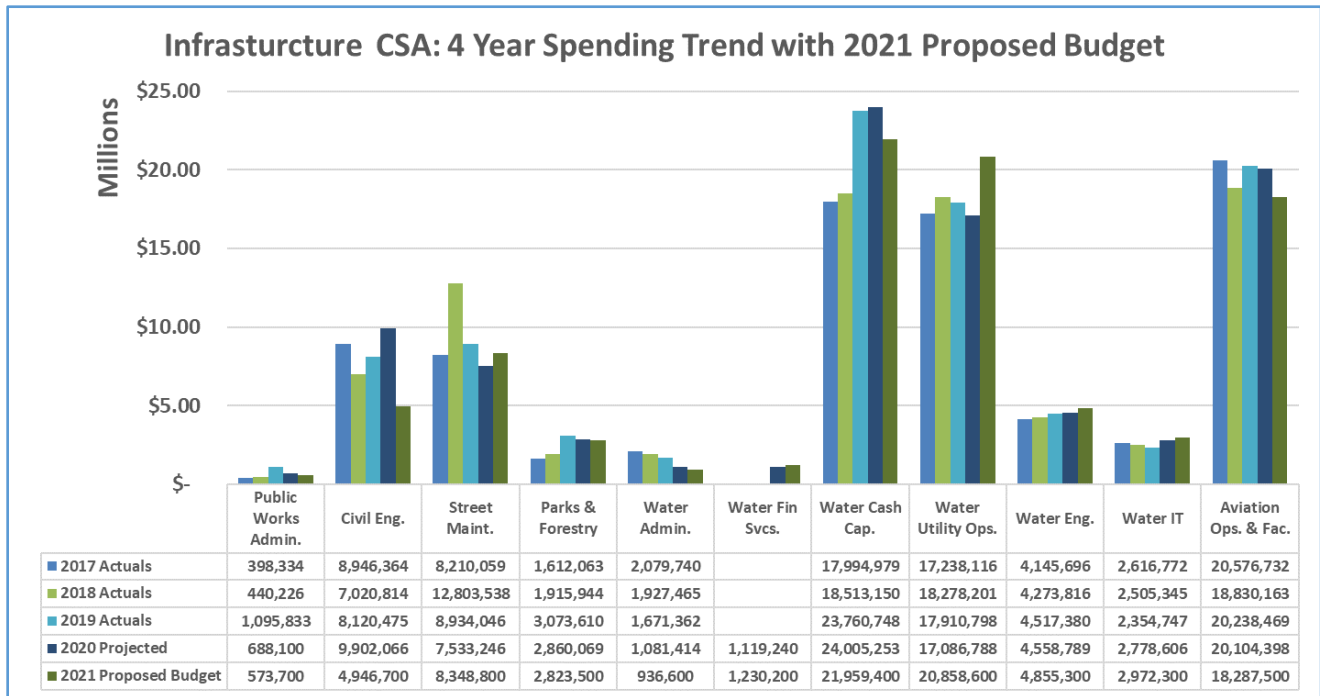
Program	2021 Proposed Budget
Public Works Administration	573,700
Civil Engineering	4,946,700
Street Maintenance	6,826,300
Parks and Forestry	2,823,500
Subtotal Public Works Programs	15,170,200
Water Administration	936,600
Water Financial Services - Call Center	1,230,200
Water Cash Capital & Support Services	27,350,900
Water Utility Operations	20,858,600
Water Engineering	4,855,800
Water Information Technology	2,972,300
Storm Water - Public Works	1,522,500
Subtotal Water, Sewer, Storm Prog.	59,726,900
Aviation Operations & Facilities	22,085,600
Grand Total Infrastructure CSA	\$ 96,982,700



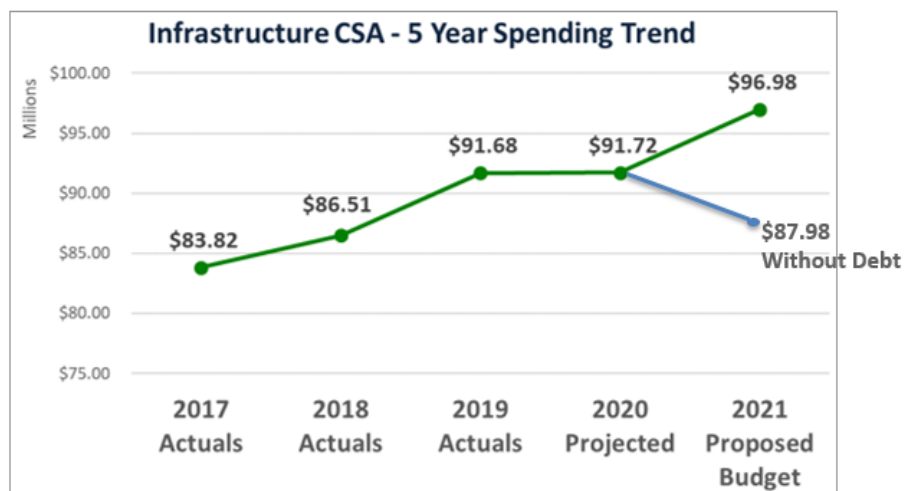
Detail by CSA: Infrastructure

Budget Summaries

Below, a trend analysis for Infrastructure spending from 2017 through 2021's recommend allocation, segmented by program area.



The 2021 Recommended Budget also includes \$9 million in principal debt payments, that are recorded on the balance sheet and do not appear in the 2017-2020 Actuals. When debt payments are removed, to create an apples to apples comparison, the 2021 budget is \$87.98, altering the trend-line to a downward trajectory.



Detail by CSA: Infrastructure

Budget Summaries

Public Works Administration				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
General Fund	589,100	573,700	(15,400)	-2.6%
Total Sources	\$ 589,100	\$ 573,700	\$ (15,400)	-2.6%
Estimated Uses				
Personnel Costs	564,200	548,800	(15,400)	-2.7%
Contracts & Materials				
Employee Travel	4,800	3,000	(1,800)	-37.5%
Fleet Charges/Gasoline and Fuel	4,500	3,300	(1,200)	-26.7%
Other Professional Services	3,000	-	(3,000)	-100.0%
Supplies and Materials	5,200	9,000	3,800	73.1%
Internal Reproduction Charges	3,400	5,000	1,600	47.1%
Other	4,000	4,600	600	15.0%
Total Contracts & Materials	24,900	24,900	-	0.0%
Capital Equipment/Technology	-	-	-	N.A.
Total Uses	\$ 589,100	\$ 573,700	\$ (15,400)	-2.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are down due to the two Health Insurance Holidays (8,900) and the five Cost Savings Days (9,300)
- Travel/Training decreased due COVID-19 Travel Restrictions
- Professional Services costs are down due to not funding the SOCHE intern
- Supplies and Materials costs increased based on prior year trends

Detail by CSA: Infrastructure

Budget Summaries

Parks and Forestry				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	2,862,300	2,823,500	(38,800)	-1.4%
Total Sources	\$ 2,862,300	\$ 2,823,500	\$ (38,800)	-1.4%
Estimated Uses				
Personnel Costs	2,289,300	2,250,500	(38,800)	-1.7%
Contracts & Materials				
Fleet Charges/Direct Bill	238,300	238,300	-	0.0%
Supplies and Materials	87,100	81,100	(6,000)	-6.9%
Gasoline and Diesel Fuel	92,700	92,700	-	0.0%
Other	19,900	25,900	6,000	30.2%
Utilities	135,000	135,000	-	0.0%
Total Contracts & Materials	573,000	573,000	-	0.0%
Capital Equipment/Technology	-	-	-	N.A.
Total Uses	\$ 2,862,300	\$ 2,823,500	\$ (38,800)	-1.4%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are down due to the two Health Insurance Holidays, five CSDs and the abolishment of one position; offset by the assumption of one FTE from the Streetlight Special Assessment and no vacancy savings assumed
- Supplies and Materials were decreased to redistribute funds for tennis court maintenance in the Other category

Detail by CSA: Infrastructure

Budget Summaries

Water Administration, Financial Services and Information Technology				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Water Fund	5,752,300	5,139,100	(613,200)	-10.7%
Total Sources	\$ 5,752,300	\$ 5,139,100	\$ (613,200)	-10.7%
Estimated Uses				
Personnel Costs	4,060,400	3,443,100	(617,300)	-15.2%
Contracts & Materials				
Computer Maintenance	1,015,700	1,030,700	15,000	1.5%
Indirect Cost Allocation	170,800	157,600	(13,200)	-7.7%
Other Professional Services	186,000	186,000	-	0.0%
Supplies and Materials	124,500	126,100	1,600	1.3%
Training Counseling	65,500	65,500	-	0.0%
Other Maintenance of Facilities	40,000	40,000	-	0.0%
Utilities	58,000	58,000	-	0.0%
Other	31,400	32,100	700	2.2%
Total Contracts & Materials	1,691,900	1,696,000	4,100	0.2%
Capital Equipment/Technology	-	-	-	N.A.
Total Uses	\$ 5,752,300	\$ 5,139,100	\$ (613,200)	-10.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are down due to the two Health Insurance Holidays, five CSDs and the abolishment of three FTEs
- Computer Maintenance costs are up due to a slight increase in annual support costs for Oracle and a new Microsoft agreement with additional licensing options
- Indirect Cost Allocation is lower in accordance with current calculations that are based on 2019 data.
- The increase in Supplies and Materials is to ensure sufficient PPE supply for increased sanitization of facilities
- Other costs are up due to an increase in Custodial Services for floor mats, maintenance and cleaning supplies

Detail by CSA: Infrastructure

Budget Summaries

Water Utility Field Operations				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Water Fund	10,296,700	10,333,600	36,900	0.4%
Sewer Fund	7,045,400	6,949,600	(95,800)	-1.4%
Storm Water Fund	3,423,400	3,575,400	152,000	4.4%
Total Sources	\$ 20,765,500	\$ 20,858,600	\$ 93,100	0.4%
Estimated Uses				
Personnel Costs	11,577,300	11,326,500	(250,800)	-2.2%
Contracts & Materials				
Indirect Cost Allocation	765,100	789,900	24,800	3.2%
Other Professional Services	1,568,600	1,516,000	(52,600)	-3.4%
Supplies and Materials	1,997,900	2,042,900	45,000	2.3%
Inventory	1,105,000	1,180,000	75,000	6.8%
Fleet/Gasoline Charges	1,027,000	1,045,000	18,000	1.8%
Maintenance	569,300	539,200	(30,100)	-5.3%
Other	243,800	230,600	(13,200)	-5.4%
Utilities	218,500	218,500	-	0.0%
Total Contracts & Materials	7,495,200	7,562,100	66,900	0.9%
Capital Equipment/Technology	1,693,000	1,970,000	277,000	16.4%
Total Uses	\$ 20,765,500	\$ 20,858,600	\$ 93,100	0.4%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel includes five CSDs and two Health Insurance Holidays and staff turnover
- Other Professional Services are down due to the reduction in administration collection charges. This is offset by an increase for Mediation Services (moved from Training Counseling)
- Supplies and Materials costs are up due to an increase in gravel usage
- Inventory costs are up due to a fluctuation in plumbing supplies for capital projects and additional purchases of uniforms for crew members
- Maintenance costs are down due to the elimination of the WIS Marshall GIS and Actuate software
- Other costs are down due to crane training costs that will be covered by a BWC refund and the budget for mediation services was moved to Other Professional Services
- Capital equipment increased due to the purchase of a sewer cleaner

Detail by CSA: Infrastructure

Budget Summaries

Water Cash Capital and Supports Services				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Water Fund	14,057,700	13,707,400	(350,300)	-2.5%
Sewer Fund	11,328,900	12,404,400	1,075,500	9.5%
Storm Water Fund	1,016,400	1,239,100	222,700	21.9%
Total Sources	\$ 26,403,000	\$ 27,350,900	\$ (350,300)	3.6%
Estimated Uses				
Personnel Costs			-	#DIV/0!
Contracts & Materials				
Sewer	650,000	650,000	-	0.0%
Legal and Other Prof. Services	356,700	367,700	11,000	3.1%
Marketing/Promotional Ads	321,100	321,000	(100)	0.0%
Insurance - Contractual	200,100	200,100	-	0.0%
Indirect Cost Allocation	32,800	49,800	17,000	51.8%
Other	143,100	146,800	3,700	2.6%
Total Contracts & Materials	1,703,800	1,735,400	31,600	1.9%
Debt	7,365,900	8,632,100	1,266,200	17.2%
Capital Transfers	17,333,300	16,983,400	(349,900)	-2.0%
Total Uses	\$ 26,403,000	\$ 27,350,900	\$ 947,900	3.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Other Professional Services are up to cover staff training
- Other costs are up due to increased costs for Auditing Fees
- Debt costs are up due to new storm and sewer debt
- Capital transfers reflect a slight decrease in funding for capital projects

Detail by CSA: Infrastructure

Budget Summaries

Water Engineering				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Water Fund	1,686,600	1,870,800	184,200	10.9%
Sewer Fund	1,655,000	1,676,300	21,300	1.3%
Storm Water Fund	1,256,900	1,308,700	51,800	4.1%
Total Sources	\$ 4,598,500	\$ 4,855,800	\$ 257,300	5.6%
Estimated Uses				
Personnel Costs	3,647,200	3,477,200	(170,000)	-4.7%
Contracts & Materials				
Other Professional Services	400,700	754,200	353,500	88.2%
Indirect Cost Allocation	225,700	250,900	25,200	11.2%
Supplies and Materials	62,600	67,000	4,400	7.0%
Computer Maintenance	35,300	43,500	8,200	23.2%
Other	92,000	100,000	8,000	8.7%
Total Contracts & Materials	816,300	1,215,600	399,300	48.9%
Capital Equipment/Technology	135,000	163,000	28,000	20.7%
Total Uses	\$ 4,598,500	\$ 4,855,800	\$ 257,300	5.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are down due to two Health Insurance Holidays, five CSDs and staff turnover
- Other Professional Services costs are up because the budget for the contract with Frost, Brown and Todd was moved from Water Capital to Operating
- The increase in the Indirect Cost Allocation is due to a change in the calculation methodology
- Supplies and Materials costs are up due to new COVID-19 policies
- Computer Maintenance costs are up due to a change in AutoCAD licenses
- Other costs are up due to postage and reproduction charges for lead service line letters
- Capital equipment increases are due the planned purchase of GIS/scanner equipment

Detail by CSA: Infrastructure

Budget Summaries

Civil Engineering				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	1,691,100	1,147,800	(543,300)	-32.1%
Roadway Maintenance	2,342,600	1,798,900	(543,700)	-23.2%
General Fund Capital Transfer	1,500,000	2,000,000	500,000	33.3%
Total Sources	\$ 5,533,700	\$ 4,946,700	\$ (587,000)	-10.6%
Estimated Uses				
Personnel Costs	2,718,600	2,377,800	(340,800)	-12.5%
Contracts & Materials				
Street Lighting/Electric	737,200	150,000	(587,200)	-79.7%
Other Professional Services	170,000		(170,000)	-100.0%
Fleet Charges/Gasoline and Fuel	140,000	141,600	1,600	1.1%
Supplies and Materials	155,000	171,500	16,500	10.6%
Other	112,900	105,800	(7,100)	-6.3%
Total Contracts & Materials	1,315,100	568,900	(746,200)	-56.7%
Capital Equipment/Technology			-	#DIV/0!
Capital Transfer	1,500,000	2,000,000	500,000	33.3%
Total Uses	\$ 5,533,700	\$ 4,946,700	\$ (587,000)	-10.6%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs are down 12.5% due to the two Health Insurance Holidays (\$78,500), the five CSDs (\$55,700) and two FTEs who took the VSP; the budget does not assume any vacancy savings
- The budget for Street Lighting/Electric moved to Property Management, to be centrally managed with the rest of the City's electric bills
- Fleet Charges increases are based on trends
- Supplies and Materials increases are based on trends
- Other costs are down due to travel restrictions, external vendor charges because of using online bidding; this is offset by an increase of maintenance agreements for design software
- Slight increases in planned transfers to fund capital projects

Detail by CSA: Infrastructure

Budget Summaries

Street Maintenance				
	2020 Original	2021 Proposed		
Estimated Sources	Budget	Budget	\$ Chg.	% Chg.
General Fund	2,081,400	2,146,000	64,600	3.1%
Roadway Maintenance	4,794,100	4,680,300	(113,800)	-2.4%
Storm Water	1,377,600	1,522,500	144,900	10.5%
Total Sources	\$ 8,253,100	\$ 8,348,800	\$ 95,700	1.2%
Estimated Uses				
Personnel Costs	4,422,000	4,460,600	38,600	0.9%
Contracts & Materials				
Fleet Charges /Direct Bill	1,521,000	1,541,000	20,000	1.3%
Supplies and Materials	841,500	793,900	(47,600)	-5.7%
Other Professional Services	479,000	569,000	90,000	18.8%
Gasoline and Diesel Fuel	415,000	405,000	(10,000)	-2.4%
Indirect Cost Allocation	96,800	89,000	(7,800)	-8.1%
Other	117,800	95,300	(22,500)	-19.1%
Total Contracts & Materials	3,471,100	3,493,200	22,100	0.6%
Capital Equipment/Technology	360,000	395,000	35,000	9.7%
Total Uses	\$ 8,253,100	\$ 8,348,800	\$ 95,700	1.2%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- Personnel costs assume no vacancy savings and is reduced due to charges to the highway fund
- Supplies and Materials costs are down due to lower salt expenses (1,072 tons @ \$46.62 per ton)
- Other Professional Services costs are up due to maintenance and guardrail repairs
- Gasoline and Diesel Fuel costs are down based on trends
- Other category costs are down due to travel restrictions from COVID-19
- Increased funding for capital equipment

Detail by CSA: Infrastructure

Budget Summaries

Street Light Special Assessment				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Aviation Fund	2,567,600		(2,567,600)	-100.0%
Total Sources	\$ 2,567,600	\$ -	\$ (2,567,600)	-100.0%
Estimated Uses				
Personnel Costs	714,400		(714,400)	-100.0%
Contracts & Materials				
Street Lighting	1,665,000		(1,665,000)	-100.0%
Supplies and Materials	92,500		(92,500)	-100.0%
Fleet Charges/Direct Bill	54,900		(54,900)	-100.0%
Gasoline and Diesel Fuel	32,500		(32,500)	-100.0%
Other	5,300		(5,300)	-100.0%
Total Contracts & Materials	1,850,200	-	(1,850,200)	-100.0%
Capital Equipment/Technology	3,000			
Total Uses	\$ 2,567,600	\$ -	\$ (2,567,600)	-100.0%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget Highlights & Special Issues

- The Street Light Assessment program sunset in 2020

Detail by CSA: Infrastructure

Budget Summaries

Aviation Operations and Facilities				
Estimated Sources	2020 Original Budget	2021 Proposed Budget	\$ Chg.	% Chg.
Aviation Fund	24,191,200	22,085,600	(2,105,600)	-8.7%
Total Sources	\$ 24,191,200	\$ 22,085,600	\$ (2,105,600)	-8.7%
Estimated Uses				
Personnel Costs	6,860,200	5,032,400	(1,827,800)	-26.6%
Contracts & Materials				
Management Contracts	3,000,000	2,700,000	(300,000)	-10.0%
Utilities	1,999,000	1,869,000	(130,000)	-6.5%
Supplies and Materials	695,100	747,600	52,500	7.6%
Indirect Cost Allocation	769,700	725,800	(43,900)	-5.7%
Other Maint. Facilities/Equipment	655,100	668,800	13,700	2.1%
Maintenance Agreements	597,700	577,700	(20,000)	-3.3%
Real Estate Taxes	324,600	324,600	-	0.0%
Other	460,400	357,900	(102,500)	-22.3%
Total Contracts & Materials	8,501,600	7,971,400	(530,200)	-6.2%
Capital Equipment/Technology				
Debt Service	7,149,200	6,948,800	(200,400)	-2.8%
Transfers Out	1,680,200	2,133,000	452,800	26.9%
Total Uses	\$ 24,191,200	\$ 22,085,600	\$ (2,105,600)	-8.7%
Sources over Uses	\$0	\$0	\$0	N.A.

2021 Program Budget

Highlights & Special Issues

- Personnel costs are down due to the two Health Insurance Holidays, five CSDs and restructuring of the ARFF operations
- Management Contract costs are down because vendors have suspended services due to COVID-19 (valet, concierge, shuttle and porter services)
- Utilities are down based on actual usage
- Supplies and Materials costs are up due to an increase in cleaning for COVID-19 (fogging, disinfecting and sanitization of public surfaces)
- The increase in the Indirect Cost Allocation is due to a change in the calculation methodology
- Other costs are down as waste disposal fees are reduced to reflect actual usage over a multi-year timeframe

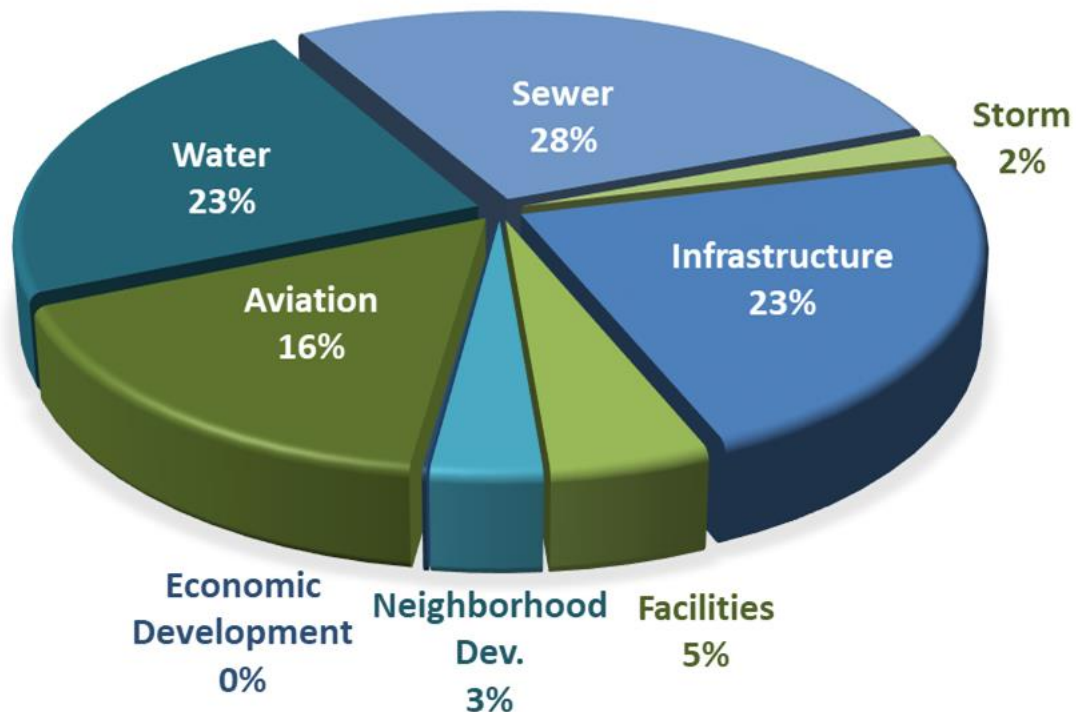
Detail by CSA: Infrastructure

Budget Summaries

2021 Capital Plan

2021 Recommended Capital Improvement Allocation

Due to the COVID-19 pandemic and ongoing uncertainty, the City Administration has deferred capital investments. In 2021, the City plans to invest \$55.6 million in Capital Improvements. Projects include infrastructure improvements, facilities modernization, neighborhood development, economic development, airport improvements, water infrastructure upgrades, sanitary sewer improvements and Stormwater management improvements.



Detail by CSA: Infrastructure

Budget Summaries

Governmental Capital investments in the 2021 City Manager's Recommended Budget amounts to \$17.6 million, and will facilitate improvements to infrastructure, facilities and neighborhoods. Capital Improvements associated with Issue 9 are also fully funded. Issue 9 improvements, which include residential paving and park improvements, will be funded with debt proceeds in 2021.

Total Enterprise Capital in 2021 amounts to \$38.0 million, and will cover improvements at the Dayton International Airport, upgrades to Water, Sewer and Stormwater infrastructure. The total recommended allocations for both Governmental and Enterprise Capital are as follows:

2021 Capital Improvement Plan											
Governmental Funds	Program	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	PFC/CFC	CDBG	Total
Infrastructure	12,460,312	721,700	3,884,500		2,603,200		2,906,900	795,000	-	1,549,000	12,460,300
Facilities	2,740,000	2,740,000			-	-	-	-	-		2,740,000
Neighborhood Dev.	1,894,000	1,000,000	244,000		-	-	-	-	-	650,000	1,894,000
Economic Development	75,000	75,000			-	-	-	-	-	-	75,000
Golf Facilities	400,000	400,000									400,000
Total Governmental Capital	17,569,312	4,936,700	4,128,500	0	2,603,200	0	2,906,900	795,000	0	2,199,000	17,569,300
Aviation	9,067,100	2,033,000	-	-		-	5,903,500	240,000	890,600		9,067,100
Water	12,658,400	9,058,400	-	-	-	-	3,600,000	-	-	-	12,658,400
Sewer	15,258,445	6,925,000	8,333,500	-	-	-	-	-	-	-	15,258,500
Storm	1,000,000	1,000,000		-	-	-	-	-	-	-	1,000,000
Total Enterprise Capital	37,983,945	19,016,400	8,333,500	-	-	-	9,503,500	240,000	890,600	-	37,984,000
Grand Total	55,553,257	23,953,100	12,462,000	-	2,603,200	-	12,410,400	1,035,000	890,600	2,199,000	55,553,300



Detail by CSA: Infrastructure

Budget Summaries

2021 General Infrastructure Capital Program

\$12.5 million will be allocated to Infrastructure improvements in 2021, from a combination of local sources, including cash capital, general obligation debt and Issue 9, as well as State and Federal sources. Below is a breakdown by funding type for the General Infrastructure program:

	Cash	Debt	OPWC Grant	OPWC Loan	Federal	Other	CDBG	Total
Infrastructure	\$ 721,700	\$ 3,884,500	\$ 2,603,200		\$ 2,906,900	\$ 795,000	\$ 1,549,000	\$ 12,460,300

General Infrastructure projects will focus on roadway design, as well as trail and bike path creation, Thoroughfare rehabilitation and resurfacing, and Residential Resurfacing.



Detail by CSA: Infrastructure

Budget Summaries

2021 Facilities Capital Programs

The City will fund modernization of City facilities in 2021, allocating \$2.7 million in cash capital to a variety of facility upgrades. Public Works Property Management will administrate these projects on behalf of the organization.

	Cash	Debt	Issue 9				Other	CDBG	Total
Facilities	\$ 2,740,000		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,740,000

Below is a list of facility projects funded in 2021:

- HVAC Improvements for Ottawa Yards, RWC and Dunbar
- Roof Improvements for Lohrey & Station 16
- Miscellaneous Maintenance Projects
- City Hall ADA Entrance and Vault Repairs
- Kettering Field Football Storage Facility
- Kettering Field Shelter Renovation
- Fire HVAC/Boiler Replacement

Detail by CSA: Infrastructure

Budget Summaries

2021 Neighborhood Capital Program

The City will fund \$1.9 million in neighborhood improvements in 2021 from cash capital, general obligation debt, and Community Development Block Grant (CDBG) sources. Below is a breakdown of sources for the Neighborhood Capital Program:

	Cash	Debt	Issue 9	Other	CDBG	Total
Neighborhoods	\$ 1,000,000	\$ 244,000		\$ -	\$ 650,000	\$ 1,894,000

Below is a list of neighborhood programs funded in 2021:

- Demolition - \$1.6 Million
- Nordale Park- Playground Equipment Replacement
- DeWeese Ridgecrest- Playground Equipment Replacement
- McIntosh Park- Playground Equipment Replacement

Detail by CSA: Infrastructure

Budget Summaries

2021 Golf Capital Program

The City will fund \$400,000 in golf improvements in 2021 from Community Golf Center net revenues. Below is a breakdown of sources for the Golf Capital Program:

	Cash	Debt	Total
Golf	\$ 400,000		\$ 400,000

Below is a list of golf programs funded in 2021:

Bunker Renovation



Detail by CSA: Infrastructure

Budget Summaries

2021 Aviation Capital Program

The Department of Aviation will invest \$8.1 million on capital projects in 2021. Funding sources include cash capital, State grants and loans, Federal grants and PFC/CFC proceeds. Projects range from equipment upgrades to terminal improvements at both Dayton International Airport and Wright Brothers Airport. Below is a breakdown of sources for the Aviation Capital Program:

	Cash	Debt	Issue 9	OPWC Grant	OPWC Loan	Federal	Other	CDBG	PFC/CFC	Total
Aviation	\$ 1,680,200	\$0	\$0	\$1,231,200	\$0	\$ 4,148,000	\$ 140,000	\$0	\$ 866,000	\$ 8,065,400

Below is a list of Aviation programs funded in 2021:

	Snow Removal Equipment Facility Retrofit
	Snow Removal Equipment
	ARFF No Foam Portable System
	Terminal, ARFF, Customs Roof Replacement
	Sanitary Sewer Phase II
	Wildlife Fencing at Wright Brothers Airport Phases III & IV
	Passenger Circulation Enhancement
	Cargo Road Street Lights at PSA
	Terminal Apron Phase IV - Design

Detail by CSA: Infrastructure

Budget Summaries

2021 Water, Sanitary Sewer and Stormwater Capital Program

Dayton Water will invest \$12.7 million in 2021 on various Water Supply and Treatment projects. Additionally, Dayton Water will administrative \$19.6 million in a combination of cash and debt financed projects from prior years. See chart below for the Water Fund's capital program break out.

	Cash	Debt	Total
2020 Carry Over	12,939,323	6,654,830	19,594,153
2021*	12,658,400		12,658,400
Total	\$ 25,597,723	\$ 6,654,830	\$ 32,252,553
2021* EDA Generator Grant Debt			
2020 Carry-Over is an estimate of year			

Dayton Water will invest \$15.3 million on Sanitary Sewer projects in 2021, utilizing a combination of cash capital and debt financing. Additionally, they will administrative \$34.5 million in ongoing projects from prior years. See chart below for the Sewer Fund's capital program break out.

	Cash	Debt	Total
2020 Carry Over	15,207,883	19,304,247	34,512,130
2021*	6,925,000	8,333,445	15,258,445
Total	\$ 15,207,883	\$ 27,637,692	\$ 49,770,575
2021* DEFA Loan WRF			
2020 Carry-Over is an estimate of year			

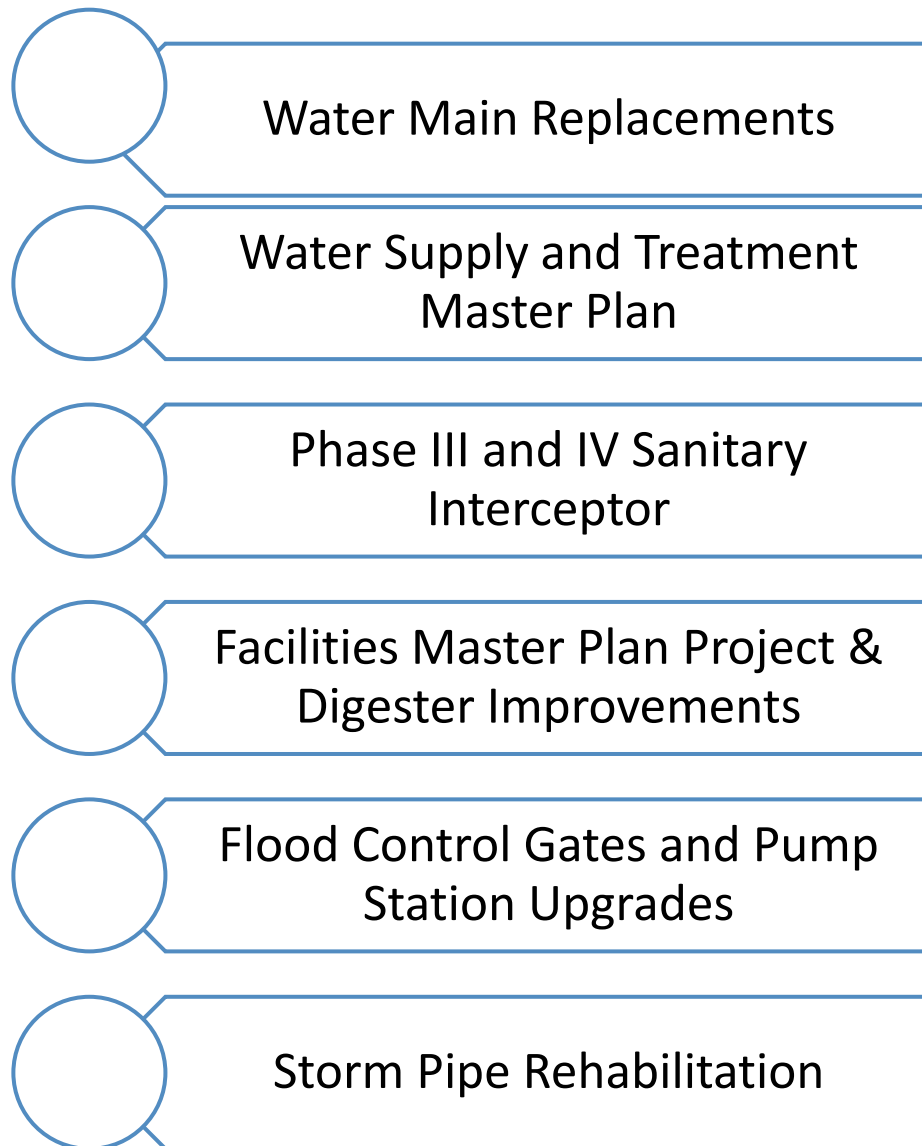
Dayton Water will invest \$1.0 million in cash capital toward Storm Water capital projects in 2021, and will administrative \$7.4 million in prior year projects. See below for the Storm Water capital break out.

	Cash	Debt	Total
2020 Carry Over	4,353,921	3,000,000	7,353,921
2021	1,000,000		1,000,000
Total	\$ 5,353,921	\$ 3,000,000	\$ 8,353,921
2020 Carry-Over is an estimate of year			

Detail by CSA: Infrastructure

Budget Summaries

Below is a list of Capital projects funded for Water, Sanitary Sewer and Storm:



Detail by CSA: Infrastructure

Budget Summaries

2021 Recommended Capital Equipment Allocation

In addition to the Capital Improvements, the 2021 recommended budget includes a one-year allocation of \$3.5 million for Capital Equipment. This allocation will cover the purchase of vital equipment related to Public Safety, Public Works, and Recreation. Below, details of the plan by Department:

2021 Capital Equipment Recommendations			
2021 Available Equipment Budget			\$ 3,471,000
2021 Other Fund Capital Equipment			
Department	Description	Total Cost	
Police	Photo Enforcement - Body Cameras	400,000	
	Photo Enforcement - Cruiser Upfit	200,000	
Public Works	Issue 9 - Public Works Mowing Equip.	113,000	
	Street Maint. Gas Tax - Deicer	260,000	
Total 2021 Other Fund Equipment Awards			\$ 973,000
2021 Remaining Available Capital Equipment Budget			\$ 2,498,000
2021 General Fund Capital Equipment			
Department	Description	Non-Contingency Total Cost	Contingency Total Cost
Police	Cruisers (20)	920,000	
	Unmarked Cruisers (3)		60,000
	Polygraph (1)	9,500	
Total Police		929,500	60,000
Fire	Staff Vehicles (2)	80,000	
	SCBA Bottles (88)	75,800	
	Generator (2)	160,000	
	Refurbished Ladder	110,000	
	Ballistic Helmets/Vests		33,700
	Power Load Cot		45,000
Total Fire		425,800	78,700
Public Works	Semi-Automated WC Truck		336,000
	Rear Load WC Truck		275,000
	Deicer		200,000
	GMC Truck	28,500	
	Mowers	50,000	
Total Public Works		78,500	811,000
Recreation, Youth & Services	Various Equipment/Supplies	15,000	
	Windscreen for Howell	5,000	
	JNTC Posts & Nets	7,800	
Total RYS		27,800	-
Total General Fund Awards		1,461,600	949,700
Remaining Contingency		36,400	50,300
Total General Fund Awards + Remaining Contingency		1,498,000	1,000,000
General Fund Total Awards (Non-Cont. + Cont.)		\$ 2,498,000	

Detail by CSA: Infrastructure

Debt Position

2020 Debt Position

The City of Dayton's total debt outstanding at the end of 2019 was \$224.9 million down from \$241.1 million in 2016. Governmental debt outstanding was \$68.8 million; \$10.3 million lower than the balance of \$79.1 million in 2016. Enterprise debt outstanding decreased from \$162.0 million to \$156.0 million, despite higher levels of Water Debt to fund the master plans. In 2020, we issued \$17.8 million in Governmental Debt and \$19.4 million in Enterprise-supported debt in furtherance of their capital asset plan. We also refunded \$36.7 million in debt to take advantage of historically low interest rates.

Governmental Bonds	12/31/16	12/31/17	12/31/18	12/31/19
General Obligation	44.2	39.3	44.3	39.2
Non-tax Revenue	25.3	23.0	24.4	21.8
SIB Bonds	3.4	3.3	3.2	3.0
Total Governmental Bonds	\$ 73.0	\$ 65.6	\$ 71.9	\$ 64.1
Loans/Leases Outstanding	6.1	5.7	5.2	4.8
Total Governmental Debt	\$ 79.1	\$ 71.3	\$ 77.1	\$ 68.8
(in millions)				
Enterprise Bonds Outstanding				
General Obligation	39.0	36.7	34.3	31.8
Revenue Bonds	111.8	107.9	121.2	116.3
Total Enterprise Bonds	\$ 150.8	\$ 144.6	\$ 155.5	\$ 148.1
Loans/Leases Outstanding	11.2	10.2	9.0	7.9
Total Enterprise Debt	\$ 162.0	\$ 154.8	\$ 164.5	\$ 156.0
(in millions)				
Total City Debt/Loans Outstanding				
	\$ 241.1	\$ 226.1	\$ 241.6	\$ 224.9
2019 Enterprise Debt Outstanding*	General Obligation	Revenue Bonds	Other	Total
Aviation	7.5	72.5	4.4	84.4
Water	9.6	29.9	0.0	39.5
Sewer	9.7	13.9	3.5	27.1
Wellfield	5.0	0.0	0.0	5.0
Total Enterprise Debt	\$ 31.8	\$ 116.3	\$ 7.9	\$ 156.0
Enterprise Debt Outstanding*	12/31/16	12/31/17	12/31/18	12/31/19
Aviation	95.2	91.9	88.2	84.4
Water	26.8	25.6	41.4	39.5
Sewer	34.0	31.8	29.4	27.1
Wellfield	6.0	5.6	5.4	5.0
Total Enterprise Debt	\$ 162.0	\$ 154.8	\$ 164.5	\$ 156.0

* Amounts include unamortized premiums/discounts.

2020 New Debt	
Equipment	\$ 3,550,000
Infrastructure	10,845,000
Facilities	3,425,000
2020 Governmental Debt	\$ 17,820,000
Sewer Utility	16,380,000
Storm Water (G.O.)	3,000,000
2020 Enterprise Debt	\$ 19,380,000
Total 2020 New Debt	\$ 37,200,000

Detail by CSA: Infrastructure

Debt Position

Resource Allocation to Influent Positive Community Outcomes

- **Governmental Debt Per Capita is \$490 in 2019 down from \$548 at end of 2018**
- **Total Debt Per Capita is \$1,599 in 2019 down from \$1,713 at the end of 2018**
- **Moody's Scorecard Rating (2020):**

Ratio of Net Direct Debt to Operating Revenues:

- Aaa < 0.33x
 - Aa 0.33x ≤ n < 0.67x
 - A 0.67x ≤ n < 3.00x
 - **Dayton 0.47x**
- **General Obligation Debt Limitation as of Dec. 31, 2019**
 - Unvoted Debt Limitation of 5.5% of Assessed Value \$80.8 million
 - Net Debt Within 5.5% Limitation 31.2 million
 - Unvoted Debt Margin (Legal Unvoted Capacity) \$49.7million

Note: Net Debt Within 5.5% Limitation does not include self-supported debt.

Ratio: Governmental Debt Service Expenditures to Total Revenue							
	2013	2014	2015	2016	2017	2018	2019
Debt Service	11,610,416	10,551,504	10,114,350	11,428,009	10,495,430	10,441,670	11,112,308
Revenues	214,609,703	206,319,083	207,473,227	212,878,608	224,159,534	223,631,385	236,300,508
Percentage	5.4%	5.1%	4.9%	5.4%	4.7%	4.7%	4.7%

Indicator Purpose:

- Indicates the percentage of the budget needed for the payment of debt.
- A high percentage is unfavorable since this means the entity is spending more of its current budget on debt repayment.
- An increasing trend of debt service expenditures to total revenues may mean the percentage of budget dedicated to debt payments is increasing. Thus, less revenue will be available for asset repair/replacement or meeting current service demands.
- Critical Indicator = percentage above benchmark of 15%.
- Negative Indicator = percentage above benchmark of 12%.

Source: Ohio Auditor of State

Detail by CSA: Infrastructure

Debt Position

Municipality	Debt Service as % of Revenues	Rank - High to Low	Condition of Capital Assets	Rank - High to Low2
Dayton	4.7%	1	44.7%	2
Toledo	6.1%	2	74.2%	6
Cleveland	10.8%	3	55.1%	5
Cincinnati	11.0%	4	54.7%	4
Columbus	13.4%	5	35.0%	1
Akron	29.7%	6	48.8%	3

Debt Service as a % of Revenues is defined as Governmental Debt divided by Total Governmental Revenues

Condition of Assets is defined as Accumulated Depreciation as a % of Depreciable Capital Assets

Debt Service as a % of Revenues

Cautionary Outlook – Ratio between 12% and 15%

Critical Outlook – Ratio greater than 15%

Condition of Capital Assets

Cautionary Outlook – Ratio between 50% and 70%

Critical Outlook – Ratio greater than 70%

Source: Ohio Auditor of State

Conclusion

After the terrible tragedies of 2019, 2020 was to be a fresh start for Dayton, with a renewed focus on neighborhoods and communities. By spring, Dayton, like cities around the world, was facing a novel, deadly virus. As COVID-19 spread into a global pandemic, the ways of life and business were fundamentally altered for everyone. And like in 2019, Daytonians showed up for each-other, with grit and perseverance, love of community, and commitment to Dayton and its values.

Responding to the ongoing crisis, the City organization pivoted to working from home, increasing sanitization, along with providing assistance to residents, businesses and stakeholders. City operations made substantial improvements to facilities and changed long-held organizational practices to promote social distancing to reduce the spread of the virus.

The City Manager's Recommended 2021 Budget provides a blueprint for how the City Administration and Staff will navigate the challenging times ahead, while still doing the important work of advancing the priorities of the Dayton City Commission. The 2021 budget represents \$441.8 million in funding for city operations and investments. This is \$47.3 million less than the prior year's all funds budget, and represents significant cuts to staffing, capital improvements, and other investments.

The economic shock wrought by COVID-19 has affected the City's revenues, and a series of budget solutions were proposed to balance the budget.

- Staffing levels were cut as the result of a voluntary separation program and the elimination of dozens of vacant positions.
- City of Dayton staff will forgo cost of living increases and will participate in five Cost Savings Days (or their equivalent).
- The hiring Freeze, first implemented in March 2020, will continue into 2021.
- The City will delay Police and Fire recruit classes to contain costs.
- Capital equipment and improvements were deferred, and development investments cut.
- Departments were required to cut Contracts, Materials, Travel and Training.

Even with the implementation of the above solutions, the City plans to utilize \$4.75 million from the cash reserve in 2021. Given the ongoing economic stress, and the unprecedented use of resources needed to respond to the COVID-19 pandemic, the City is in dire need of State and Federal assistance. 2021 staffing levels and expenditure budget cuts are not sustainable. Without Federal assistance, further cuts to front-line services may be necessary in 2021.

We acknowledge the following City Leadership and Management & Budget Personnel in the preparation of the Annual Balanced Budget and the creation of the City's Grey Book for the year 2021.

Nan Whaley

Mayor

Matt Joseph

Commissioner

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Commissioner

Christopher Shaw

Commissioner

Darryl Fairchild

Commissioner

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